



Fuel Line

Defense Energy Support Center

Vol. 1, 2006



Inside this issue:
Hurricane Recovery
Fueling the Warfighter
SEA Card pilot launched

From the Director

DESC Successes Lauded



**DESC Director
Richard J. Connelly**

**I'm
confident
you'll be
as proud
of your
accomplishments
as I
am.**

Well, it's been three months since the last issue of Fuel Line, and we're still catching up on news of the last year. Inside you'll find features on your support to the warfighter in Iraq and Afghanistan and to relief efforts after the tsunami and hurricanes. There are stories about small business initiatives, the new SEA Card, and many other activities across DESC. And of course there are stories recognizing the people of DESC who ensure successful accomplishment of our varied missions. I encourage you to read them all for new insight and perspective into your own areas of interest as well as to make connections with what others on the DESC team are achieving. I'm confident you'll be as proud of your accomplishments as I am.

DESC and your accomplishments have been getting a lot of attention across DoD. When I met with DLA's senior leaders in November, I had the opportunity to brief DESC's accomplishments and challenges. As I looked across that audience I could see they were fascinated with all you've been doing to support the Global War on Terrorism, our missions in Iraq and Afghanistan and other vital defense activities around the globe.

DLA Director Vice Adm. Keith Lippert has praised our work. He gave kudos to all of DESC, particularly Direct Delivery and the Americas, for their professional response to Hurricane Katrina. "Your ability to quickly and accurately assess the operational status of fuels facilities in the impacted area and your ability to execute and maintain uninterrupted fuels support for critical rescue missions contributed greatly to DoD's success. Few organizations are as capable as DESC-Americas in their ability to quickly touch their customers in an emergency," he said. I know when you listen to the news these days, you hear plenty of stories about the government's poor response. But, I can assure you DESC's response was nothing short of phenomenal!

Our senior leaders also met in December to focus on improving openness, communication and trust amongst ourselves with the goal of bringing those strengths to improve communication and trust DESC wide. We are working hard to make your work climate world class.

I'd also like to share with you some news you'll hear more about in our next issue. First, a special thank you to all who worked on the DESC Environmental Safety and Occupational Health Management System over the past three years. I can't think of anything more important that we can do for ourselves and the taxpayers. Just think of the huge environmental impact DESC could have if we don't do it right, and you'll know how critical it is that we have a positive impact each day.

Another important goal was to provide an average of 40 training hours per year for each employee. Despite budgetary challenges and some mission-driven renegotiation of some individual training contracts, we met that goal. That's our commitment to ensuring a skilled workforce and preparing you for successful performance today and advancement in the future.

Finally, congratulations for contributing to the Combined Federal Campaign at the Meritorious level. This is the first time DESC has achieved that honor in seven years, and I know your contributions will do a lot of good in the local and greater communities. Good on you!

Richard J. Connelly

DESC provides effective, economical and comprehensive energy solutions for the Department of Defense and other customers.

Fuel Line

In this Issue:

From the Director.....2

Focus on DESC

Hey, What's the Hold Up with My Fuel Trucks?.....	4
Kuwait Brings Daily Challenges.....	5
DESC Fuels the Warfighter, Part I -- DESC-F.....	6
Hot Tap Procedure Defies Popular Wisdom.....	8
DESC QARs...A Cut Above.....	9
Hurricane Katrina Recovery: Fueled by DESC.....	10
2006 Worldwide Energy Conference and Trade Show.....	12
DFSP Djibouti -- Ready for Business.....	13
DESC Fuels the Warfighter, Part II-- DESC-P.....	14
Natural Gas Division Responds to Hurricane Katrina.....	16
Field Trips: Better Than Ever.....	18
Ribbon-Cutting Launches SEA Card.....	20
DESC Fuels the Warfighter, Part III-- DESC-B.....	22
DESC Averts \$3 Billion in Claims.....	24
Crossing Borders in Support of Troops.....	25
Connelly Travels to Afghanistan.....	26
Quality Operations Pushes to Improve Everyday.....	28
Quality Assurance Course Resumes.....	30
Craney Island Excels During Environmental Inspection....	31
Chemists Assist Customer Through Site Visits.....	32
Teamwork Vision Re-Energized.....	33
And You Thought <i>Your</i> Taxes Were Complicated.....	34
Real Afghanistan Fuel Pipeline.....	35
CRM helps DESC Focus on the Customer.....	36
Joint Meritorious Unit Award.....	37
Small Business Office SOARS.....	38
Blue Butterfly Exhibit Highlights DESC Conservation.....	39

The Big Picture

DLA Assists Earthquake Relief.....	40
Airmen create Nozzle/NCOs Train at FISC.....	41
Transformation Roadmap Launched.....	42

In the Limelight

Firmani -- Arritt -- Ganuza.....	44-45
Bennett -- Berry -- Lemon.....	46-47
Avila -- Allen -- Knights at EEO Symposium.....	48-49

On the cover: U.S. Air Force tanker refuels a U.S. Navy fighter jet. (Photo courtesy of U.S. Air Force.)



DEFENSE ENERGY SUPPORT CENTER

Director

Richard J. Connelly

Deputy Director

Capt. Marvin Wenberg, II,
SC, USN

Public Affairs Officer

Margaret Timms

Editor

Susan Declercq Brown

Fuel Line is an official publication distributed by and for the Defense Energy Support Center and fuel-oriented clientele. Contents of this publication are not necessarily the official views of, or endorsed by, the U.S. Government, the Department of Defense, the Defense Logistics Agency, or the Defense Energy Support Center. *Fuel Line* is prepared by desktop publishing applications.

Address correspondence to: ATTN: DESC-DE, Defense Energy Support Center, 8725 John J. Kingman Rd., Suite 4950, Ft. Belvoir, Va., 22060-6222. DSN 427-9691, Commercial 703-767-9691. Address e-mail to: DESC.FuelLine@dla.mil



Hey, What's the Hold Up with My Fuel Trucks?

By Capt. Joseph S. Harris
DLA Contingency Support Team-Afghanistan
Operations Officer

"Amen. May God be with you."

The young men clustered around the chaplain slowly raise their heads, thank the chaplain, and turn their attention to Army Capt. Dennis Bowers.

"We will be traveling at approximately 55 to 65 miles per hour; I want to see how these vehicles respond to the heat, weight, and speed. Keep it close and tight, and no one gets between us – NO one," barks the captain.

The young soldiers, looking determined and focused, listen very attentively to every instruction given by Bowers. As they should. He has done this numerous times, and possesses the critical information that will keep them safe and could very well save their lives should anything unexpected occur.

On August 20, Bowers, a member of the Defense Logistics Agency Contingency Support Team – Afghanistan, is looking to reach a major milestone for a DCST-AF member – complete his tenth convoy mission without incident. Bowers is armed with brand new up-armored High Mobility Multi-purpose Wheeled Vehicles, nicknamed Hummers; a dedicated crew of soldiers assigned to the Joint Logistics Command; his trusted 9 mm sidearm; and a mission to ensure fuel continuously flows uninterrupted into the Afghanistan theater – Bowers is ready.

The mission of this DCST member is not rare. The very essence of the DCST is to put "boots on the ground" with the warfighters and enhance the logistics pipeline that supports them. The contingency teams deploy in theater with combatant commanders to provide logistics expertise to enhance supply operations in theater.

At Bagram Airfield, the Afghanistan team works in direct coordination with the JLC supply experts to enhance the flow of numerous commodities needed in theater. This DCST contributes to the Global War on Terrorism by enhancing the flow of all supplies coming into Afghanistan: Class I (food), Class II (clothing, individual equipment, tools), Class III (petroleum, oils, and lubricants), Class IV (construction material), Class VI (personal demand items such as shaving cream and tooth paste), Class VII (major end items: racks, pylons, tracked vehicles), Class VIII (medical materials), and Class IX (repair parts).

Bowers is assigned to the Defense Energy Support Center—Europe but has been deployed to Afghanistan since April. As part of the Defense Logistics Agency, DESC provides fuel and electricity to the armed forces and other federal

agencies through efficient, economical, and comprehensive energy solutions. These solutions include contracting support and management of all petroleum-based products.

As the contingency team's DESC liaison officer, Bowers is responsible for the vital DESC-contracted fuel support that comes from Central Asian refineries to U.S. Defense Fuel Supply Points at Bagram and Kandahar Airfields, as well as a contractor owned and operated facility in Kabul. The fuel from Bagram and Kandahar is distributed to tactical locations within the Afghanistan theater. These include airfields, forward operating bases, reserve centers, and provincial reconstruction teams.

Bower's job is to provide logistical support to enhance the fuel support to the entire Combined Joint Area of Operations. This is by no means a small task; the fuel mission supports a daily consumption rate of over 270,000 gallons across Afghanistan. As of September, DESC had supported the Afghanistan operations with over 350 million gallons of bulk petroleum products. In direct support of Operation Enduring

The very essence of the DCST is to put "boots on the ground" with the warfighters...

Freedom there are hundreds of aircraft sortie missions flown daily. Needless to say, aviation fuel is a critical commodity to all warfighters, not just pilots, as airlift plays a large role in transporting supplies and troops.

Bowers deals with a large array of daily logistics problems that affect the vital supply routes, called lines of communication by the military, in Afghanistan. Examples of problems on these tenuous supply routes are: gaining agreement with host nations for border crossing procedures for contractors carrying American fuel; poor country infrastructures and barely passable trucking routes; road construction; future weather conditions that render roads unusable; and securing courageous contracted drivers to travel the dangerous highways. In addition to the numerous problems on the supply routes, Bowers usually has his hands full with driver issues such as: driver strikes; attacks on fuel trucks; and truck breakdowns due to the poor road

system.

The criticality of fuel to the entire area of operations doesn't give Bowers the luxury to relax. To ensure the constant flow of fuel, Bowers does what he does best – he puts “boots on the ground” and “gets his hands dirty” to solve these complex logistics challenges. Fuel logistics plays a major role in our fight against terrorism. Aerial support of both fixed wing and rotary aircraft is dependent upon the success of the DCST-AF to successfully contract and manage the delivery of fuel from the refineries to our airfields and other strategically located reserve sites.

To manage the numerous issues, Bowers has to travel extensively throughout the country to ensure the lines of communication are clear to support the hundreds of fuel trucks that support our troops. In the meantime, the missions at Bagram and Kandahar Airfields and other forward operating

bases in Afghanistan show no signs of slowing down their mission against terrorism.

Fortunately, thanks to Bowers, fuel problems will be solved in the most expeditious way because he is willing to get on the road and see whomever he must to answer the question, “What’s the hold up with my fuel trucks?”

That evening, the chaplain’s prayers were answered. Bowers and his crew made it home safely.

Several days later, he was gone again.

Said Lt. Col. Jeffery Allen, forward commander of DCST – Afghanistan, “In DLA, that’s just how we do it. Getting the right item, at the right time, to the right place requires us to be very proactive in theater.”

Kuwait Brings Daily Challenges

**By Maj. Mike Davis, U.S. Air Force
DESC-ME Kuwait**

The DESC-Kuwait office provides fuel support for coalition forces throughout Kuwait and Iraq. The sub-regional office comprises one military commander, two inventory managers and two quality assurance representatives. Its mission is extremely complex and diverse – to provide all fuel used by coalition forces within the borders of Kuwait, as well as about 60% of the fuel supporting coalition forces in Iraq. Additionally, they manage a distribution contractor that is responsible for transporting nearly 1 million gallons of fuel a day, every day.

Members of DESC-KU interface daily with the 475th Quartermaster Group, a part of the U.S. Central Command’s Coalition Forces Land Component Command. The 475th is charged with validating and meeting the warfighter’s fuel requirements as well as those of the Area Support Group-Kuwait. In partnership with the 475th and the ASG, DESC-KU provides fuel for four major operating locations in Kuwait and six major locations in Iraq.

Many challenges exist in this environment. The

warfighter’s fuel requirements are constantly changing based on operations, weather, and Islamic holidays. In fact, one of the biggest challenges faced is the issue of retrograde, or getting the empty tankers back through the Iraq/Kuwait border so they can be refilled and re-missioned. From time to time, sandstorms, other inclement weather, and border inspections prevent their timely return. In response, creativity is required in making subsequent missions go. Additionally, the convoys are protected, but there have been several incidents of insurgent attacks. There has been no loss of life due to hostilities, but several accidents have occurred, one traffic fatality, and fuel losses. These challenges make providing a consistent flow of fuel difficult at times. Thankfully, DESC-KU maintains a solid working relationship with the transportation contractor.

Along with the constant challenges also comes success. Thanks to the excellent working relationship with the Kuwait Petroleum Corporation, the Kuwait National Petroleum Company and Jassim Transportation and Stevedoring Company, DESC-KU has been able to rapidly react to our customers’ needs. DESC-KU has laid a solid infrastructure that will

provide outstanding fuel support to its customers and warfighters indefinitely.



Fuel drivers leave Kuwait early in the morning for a three-day roundtrip to Iraq. Fatigue occasionally causes accidents.

DESC Fuels the Warfighter

Meeting the Challenges of Establishing Facilities &

**By Lt. Col. Susan Declercq Brown, USAFR
DLA Public Affairs**

“Visitors to the site had a difficult time believing it could be done. And yet, there it was,” said Col. Michael Giroux, director of a Defense Energy Support Center commodity business unit.

The Facilities and Distribution Management CBU (DESC-F) director was referring to three fuel storage tanks being built entirely by manual labor by a contractor in Kabul, Afghanistan. The Americans visiting the construction site were amazed the 25-foot-high tanks were being built without any cranes, said Giroux. Reminiscent of pyramid construction, builders were moving into place by hand giant steel plates that form the tank walls. As each section of the tank was completed, a pulley system attached to the tank itself was used to lift the tank; then the new section was slid into place underneath and welded. “They were using the tank itself as a crane,” he explained.

Giroux said the Kabul storage tank is just one example of the challenges and solutions unique to providing fuel services

ensuring the safety and capability of the facilities, rather than insisting on API standards.

As part of DESC, the organization which purchases and manages the Defense Department’s energy products and services, DESC-F is responsible for worldwide fuel inventory accounting, international fuel agreements, foreign military sales agreements support, establishing and maintaining fuel storage and distribution facilities, and a myriad of other services. “Much of what we do day to day is to ensure we meet the fuel storage requirements of the war fighter,” the colonel summarized.

The new storage facility in Kabul is key to solving what the colonel called “the toughest resupplying challenge” the American military faces today. When construction is complete, the contractor will store 50,000 barrels of military jet aviation fuel as a hedge against delayed deliveries.

The fuel needs of American forces in Afghanistan are met in two ways. Refined fuel is shipped over one thousand miles by rail and truck from a Turkmen refinery on the Caspian Sea to American facilities in Afghanistan. And, fuel is trucked into Afghanistan through the Khyber and Salang Passes from

three refineries in Pakistan, traveling 350-950 miles depending on the route and destination. Delays are common. Border crossings can be time-consuming and truckers have had to battle treacherous road conditions and severe weather. Since the beginning of Operation Enduring Freedom, Afghanistan has seen the worst rains in years and the worst snows in more than 10 years – up to 30 feet in the mountain passes. These delays, and limited refinery capabilities have resulted in unstable fuel deliveries. To insure a steady flow of fuel, DESC-F was asked to secure fuel storage capabilities in Kabul. And that meant letting a storage contract to a contractor who had to build the tanks with little

The new storage facility in Kabul is key to solving what the colonel called “the toughest resupplying challenge” the American military faces today.

to the warfighter in an austere environment. “Operating in countries where the rules may not be clear has been very difficult,” he said.

Fuels facilities in the United States are built to the American Petroleum Institute standards. But, “these standards are not easily met in a country poor in infrastructure,” said Giroux. DESC personnel have adapted to the situation by

mechanized equipment and local labor.

The limited infrastructures account for only part of the challenge. According to Giroux, many countries in the Middle East have unique rules, and this often increasing the complexity of providing for fuels support in the region. DESC-F must comply with the Federal Acquisition Regulation, the primary regulation which governs all federal agencies in procuring goods and services. And, when dealing overseas, they must also

Part One:

Tracking Capitalized Fuel in Austere Environments



Col. Michael Giroux, director of DESC's Facilities and Distribution Management commodity business unit, scales a bamboo ladder to inspect progress on a fuel storage tank being manually constructed in Kabul, Afghanistan. (Photo by Col. Dave Rohrer.)

comply with the unique rules of each country.

After awarding a contract for a facility in Qatar, DESC-F learned that Qatari laws reserve all fuel contracts for their national petroleum company. "We had to work with them to get permission for our contractor to be allowed to work. And, we have a fulltime DESC person in theater to monitor the interface between our contractor and all the other construction activity on the base."

DESC-F has contracted for services and facilities in two Qatari locations; a contractor owned and operated aviation jet fuel terminal in Umm Said, and a COCO facility at Al Udeid to provide fuel services to an expanding airfield. A COCO defense fuel support point facility in Djibouti also became operational this summer.

DESC-F-written international agreements in the region have been vital to American military operations for many years. For instance, storage sites and fuel services agreements with Oman were in place prior to the first Gulf War, and a recent agreement with Uzbekistan provides for 100,000 gallons of jet fuel per day for use in Operation Enduring

Freedom. Keeping agreements current and negotiating new ones can be challenging and time-consuming, said Giroux. New agreements can take as much as two years to iron out, he explained. "We work hard to streamline that process – at least the part we can control. It requires patience and diplomacy, but it results in global support for the war fighter," he added.

Perhaps the largest challenge for DESC-F is maintaining the global inventory for defense fuel. "We have approximately 1700 accounts at 660 terminals around the world," said Giroux, "and the requirement is that each account be reconciled every month. Many of the people we get our data from are working in austere environments with impaired connectivity and high turnover. The DESC-F inventory division is constantly working with new people to get the accounts reconciled." Whether the fuel is stored in DESC facilities or military service facilities, DESC-F tracks the fuel inventory. They also assist the on-site accountants and troubleshoot any problems. The job can only continue to grow as defense department fuels world wide are capitalized under DESC ownership.

"In any atmosphere, modern or austere, DESC-F is ready to meet the challenge of providing fuel services to the war fighter across the globe," the colonel concluded.

In any atmosphere, modern or austere, DESC-F is ready to meet the challenge of providing fuel services to the war fighter across the globe."

-- Giroux

Hot Tap Procedure Defies Popular Wisdom

By Lt. Dave Friedler
Fuels Officer, NAS Sigonella

Editor's note: If you're like most folks, you were raised with some pretty straight forward safety rules. Look both ways before you cross; don't talk to strangers; and, don't go near gasoline with anything hot. But the fuels specialists at Naval Air Station Sigonella recently successfully defied one of these adages with a procedure called hot tapping.

In the middle of a beautiful field on the picturesque island of Sicily, we stood waiting for permission to weld. After years of planning and many months of meticulous meetings covering all aspects of a "hotly" debated procedure called "hot tap," we were awaiting the final approval to begin.

Hot tap is a procedure which welds a new pipeline into an existing line which remains fully operational throughout the procedure. It seems to defy the adage of keeping heat or fire away from a fuel, but in reality, the fuel flowing through the pipeline cools the welding area.

Many players had agreed to go forward with this intricate operation; they included NATO, the U.S. Navy and its contractors, as well as the Italian air force, navy and national government and their contractors. When the appointed hour came, all had representatives standing by, surrounded by fire trucks, cranes and other equipment. Minutes seemed like hours, but after a few anxious moments, approval finally made it to the work site.

NAS Sigonella was undertaking an operation which had never been done before by the Navy in Sicily. This operation, though tried and true, could have disastrous effects if it were to go awry. We were about to connect a new pipeline to the operating pipeline that feeds the NAS Sigonella its lifeblood – jet fuel. Once connected to the existing pipeline, the new segment of pipeline would allow direct receipt of jet fuel to the newly constructed fuel farm.

The subcontractor, a specialist in hot tapping, had been brought in from Belgium. The first step in the process was welding a T-fitting over the existing pipeline that was full of jet fuel. Here is where the risk came in: fuel had to flow continuously through the pipeline to counteract the heat generated from

the welding process. Without a constant flow, the Belgian may as well have been welding an explosive. Success required great coordination between the Navy and the Italians. The welding process took about eight hours to complete. After several more hours of the required non-destructive testing, it was time for the next step.



As part of the hot tap procedure, the pipeline cutting assembly is being assembled.

We had to cut a hole in the pipeline. The cutting machine was craned into place and bolted onto the valve assembly. The pipeline was pressurized to 200 pounds per square inch, and the cutting machine was pressurized with nitrogen to an even higher PSI to ensure no fuel would be released.

Within minutes, the cutting machine was laboriously grinding away, and the pressure of the rig quickly reduced to the pipeline pressure, indicating that the nitrogen pressure had been set correctly. After about an hour, the cut was complete. The isolation valve was shut, the machine removed, and out came a perfectly cut section of the pipeline.

This gave us a view in to the not-often-seen inside of a fifty-year-old pipeline. To everyone's surprise, it looked nearly brand new with very little corrosion.

The hot tap was a major hurdle, but just one step in the long process of designing, funding, contracting, building, and commissioning a new fuel farm for the air station. The \$15 million state-of-the-art facility is in the final stages of construction and will be ready for operation in fall 2005.

A Cut Above

By Scott Artrip

DESC-AME Quality Manager

Certainly, everyone has heard of the utter devastation wrought by Hurricane Katrina on the Mississippi Gulf Coast and New Orleans. The storm roared ashore on the Gulf Coast after first striking southern Florida, dumping torrential rains in the process en route to ripping the very heart out of a major area of the United States. DESC-AME Quality Assurance Representatives are assigned to those affected areas, and this is a brief account of their more memorable experiences.

Jeffrey Feltner, James Coward, Ken Hieber, William Archilla and Mark Firmani are assigned to the Homestead, Fla., quality assurance office and first felt the brunt of this storm. This office oversees the Caribbean, Central and South America, and, consequently, these personnel spend a good bit of their time out of the country. When the storm hit, three of the five were stateside. Archilla was in South America; Hieber left for the Bahamas right after the storm passed over Miami.

Feltner assumed the lead in contacting those affected employees and their families and, accompanied by Firmani, drove through three-foot deep water to ensure the families were unharmed and their basic needs were met. Soon, communication was established and a support network was activated. Save for some minor water intrusion, the Florida employees and families weathered the storm in good stead.

Larry Cogar and Shawn Browning are assigned to the Mobile, Ala., QA office and maintain cognizance over the Shell Mobile Refinery. They experienced the fury of the storm firsthand. Mobile was situated on the eastern side of the eye-wall impact zone, sustaining extreme winds and rain. Their personal residences sustained some damage, and the Mobile refinery was rendered inoperable for seven days.

After seeing to their families, both Shawn and Larry hit the road to the Gulf Coast; Gulfport, Biloxi, Naval Air Station Pensacola, Naval Shipyard Pascagoula and the NASA activity at Stennis. Travel was arduous and hazardous on I-10 given the destruction, and travel times that pre-storm were under an hour now took over three hours. Cogar and Browning persevered and began transmitting, by any means available, critically needed information -- facility status and capabilities, supplies on-hand, product requirements -- anything necessary to enable the relief and recovery effort to get mobilized. They visited the DESC fixed base operators in the area and obtained information on airport sustainability, operations, fuel status and expected return to operation timelines. These were all critical to storm relief and recovery.

Harry Faulkner, a QAR in Birmingham, Ala., was "leaning forward" from the moment of the initial impact in New Orleans. As soon as the worst of the rains were over, Faulkner embarked on visits to Mississippi -- Meridian, Hattiesburg, Laurel and Collins -- where he assessed facility capabilities and product supplies in the area. This area serves as one of the primary staging locations for the New Orleans recovery

operation. Faulkner's concise and detailed assessments on both military and civilian activities assisted immeasurably in ensuring that needed petroleum supplies were on hand prior to launching the effort. Faulkner also acquired and transported a critical fuel additive from his home station in Birmingham to Little Rock, Ark., to facilitate the product support of another facet of the relief operation.

John Rohan, a newly-assigned QAR in Baton Rouge, La., elected to weather the storm with his family in their temporary quarters rather than evacuating to the west. Baton Rouge was not severely impacted by the storm, and the refineries located there serve as sources for bulk petroleum products delivered by barge to the affected areas of the Gulf Coast. Rohan was the first DESC-AME representative in New Orleans. His observations and information helped clarify the product supply picture in the New Orleans impact area and helped facilitate a more concise and effective response on DESC's part. Rohan continued to load barges of aviation turbine fuel, MOGAS and diesel to support the relief effort. He was also an excellent source of information on the status of DESC fixed base operators at the New Orleans airport as well as in Hammond, Baton Rouge and Lafayette, La.

Michael Crutcher and Fred Cheney, of the Pasadena, Texas, QA office, also traveled to New Orleans to provide information on the fuel requirements for the forces being mobilized there and at NAS Belle Chasse. This resulted in real-

Disasters of this magnitude and scope demand anyone's best...

time unit requirements and status and helped to shed much needed light on the ebb and flow of said requirements.

In addition to the "job-related" functions these men collectively performed, they were some of the first to recognize and meet basic human needs of affected personnel for subsistence. Repeatedly, when they departed on their journeys to "the zone," their vehicles were loaded with food, water and other much needed items for the facilities they visited. The level of effort these folks provided cannot be accurately measured. DESC and the customers we serve received our very best and very personal attention. From a 100% customer visit requirement, to on the ground information gathering, to performance of their professional duties, these personnel have collectively and consistently demonstrated the commitment DESC maintains to its customers...as customers and as people. I'm honored to know such individuals and will be the first to state categorically that the QAR's are...A Cut Above.

Hurricane Katrina Recovery:

By Susan Declercq Brown
DESC Public Affairs

In the early morning hours of August 28, Hurricane Katrina was fueled by the warm waters of the Gulf of Mexico, surging to Category 5 status. Less than 24 hours later, the storm slammed into the Gulf Coast with sustained winds of 145 miles per hour, still a Category 4 storm.

In the aftermath of the most powerful storm ever to strike the United States, it was the Defense Energy Support Center that fueled the hurricane recovery efforts in the storm ravaged region. DESC is the primary provider of fuel and other energy products and services to the Defense Department and other federal agencies.

Television viewers around the world watched as small boats and helicopters rescued survivors from roof tops, law enforcement officers and emergency medical teams drove through flooded streets, and sandbags were dropped from helicopters to shore up breached levees. They saw cargo planes and trucks loaded with bottled water, MREs, diapers and other emergency supplies converge in beleaguered communities, roads and waterways being cleared, and busses loaded with the newly homeless head toward temporary shelters around the country. What they didn't see was a small team of Department of Defense fuels specialists, partnered with commercial fuel and transportation experts, working around the clock after the storm to ensure the fuel supply required to conduct these and other rescue and recovery operations.

Around a dozen DESC fuel and contracting specialists, spread across the country from Virginia to Texas, from Colorado to the bayous of the Gulf Coast, worked around the clock to supply fuel for generators, cars, boats, trucks, helicopters, planes and construction vehicles operated by rescue and recovery forces. They diverted and expedited fuel shipments, found alternative methods of fuel delivery and alternative fuel sources, and modified contracts to support unique and often unorthodox procedures and deliveries. DESC supported six operational staging hubs in the region and provided critical support to emergent customers such as Federal Emergency Management Agency and the Army Corps of Engineers.

Five quality assurance representatives from DESC-Americas East battled traffic jams, flooding, downed power lines and road debris, to assess the capabilities of nearly 50 fuel refineries, terminals, distribution hubs, storage facilities and pumping stations within days after the storm. And contract specialists expedited contracts for environmental recovery work. They even helped oil companies find trucks to transport their

fuel. At the same time, DESC maintained essential fuel support for national defense and the global war on terrorism.

"This was a combined effort of the entire fuel community," said Army Lt. Col. Phillip Von Holtz, commander of DESC Americas East. "People did and are still doing extraordinary things to ensure the Defense Department is getting the fuel it needs to accomplish the mission. Fuel will not be the constraining factor to recovery operations," he stressed.

As of Sept. 13, DESC had provided for hurricane recovery efforts 561 thousand gallons of fuel to FEMA and more than 3.4 million gallons for the military and other federal agencies.

The petroleum industry and petroleum transport companies worked hand-in-hand with DESC to meet the volume of emergency requirements, find new sources when the usual source was down, divert and expedite shipments to new fuel distribution hubs, and explore new options of delivery to the ravaged coast.

"In places like Tyndall (Air Force Base, Fla.) that normally receive barge shipments, we had to deliver by truck.



U.S. Navy Seabees from Amphibious Construction Battalion 2 conduct relief operations as they lay out the fuel bladder on the beach of Biloxi, Miss., in support of Hurricane Katrina Relief efforts on Sept. 6, 2005. U.S. Navy photo by Petty Officer 2nd Class Michael Sandberg

There was no way a barge could get through the waterways there after the storm," explained Donna Robertson, distribution manager for DESC-AME.

"In other areas, like Baton Rouge, New Orleans, and Pensacola, our carriers risked damage to their barges and the safety of their crews transiting open waterways when the barge channels were unnavigable. They truly went above and beyond to help Katrina victims and ensure the fuel kept flowing to the area."

Fueled by the DESC



U.S. Air Force Capt. Erika Smith talks to a patient being transported from an airport in New Orleans, La., on Sept. 1, 2005, in the wake of Hurricane Katrina. Patients were taken to awaiting medical personnel in Texas on a C-130H airplane of the 130th Airlift Wing, West Virginia Air National Guard, Charleston, W.Va. Smith is assigned to the 43rd Aeromedical Evacuation Squadron, based on Pope Air Force Base, N.C. U.S. Air Force photo by Senior Master Sgt. Charles R. Ware

Another barge continued to load as the storm crossed Florida and took shelter in the Mobile River. DESC worked with the U.S. Coast Guard to get necessary access to waterways for that barge to make delivery after the storm went through.

Air Force Capt. Bonar Luzey, detailed from DESC to U.S. Northern Command, described an unorthodox challenge DESC tackled with the help of a sister Defense Logistics Agency organization. When DESC received a request for motor gas packaged in 55-gallon drums they were nearly stymied. DESC deals in bulk fuels and ships by tanker truck or fuel barges. But, while DESC worked to find drums and a supplier to fill them, the Defense Distribution Center, in New Cumberland, Pa., worked to secure flat bed truck distribution. Less than 24-hours later, the fuel was on its way.

Three members of the DESC team in Houston were Reservists who called to volunteer their services. According to Tom Korczynski, deputy commander of DESC Americas, another two experts, Luzey and Frank Wright, were deployed to USNORTHCOM in Colorado Springs, Col., the lead agency to coordinate the military response.

"We had offers of help from DESC Pacific and the Army Petroleum Center," he said. "Suppliers, truckers and defense fuel support points were all willing to do whatever it took. There was absolutely no shortage of help offered or elbow grease applied."

According to VonHoltz and Korczynski, every quality assurance representative has refused over time pay or compensatory time.

"Shawn and I feel it's our duty," said Larry Cogar, a QAR partnered with QAR Shawn Browning, both of Mobile, Ala.

Since repairing damage to their own homes and ensuring their families safety the day after Katrina hit, Cogar and Browning have worked every day as the "eyes and ears" of the DESC response team.

With the help of police escort, and eventually their own "blue lights," the team travels daily to key fuel sites on the Gulf Coast to assess capabilities, relay messages, solve supply issues and deliver supplies to the personnel working to bring their facilities back on line. In addition to this mission, where a need was seen or communicated, Cogar and Browning delivered essential supplies gathered from many sources in the field to the remaining personnel and families – ice, MREs, bottled water, Gatorade. Cogar phoned his Mobile church every day with a list of needed supplies, and delivered the diapers, formula, baby wipes and the like they collected.

"The biggest challenge was the lack of communication," said Scott Artrip, quality manager for DESC-AME. "The folks out in the field are really doing the yeoman's job."

"Things reverted to word of mouth," explained Browning. "We had to drive from place to place relaying information. For the first few days, there were no telephones and no cell phone signals in the hardest hit areas. The folks at the Gulfport (Miss.) air national guard facility managed to maintain commu-

**We'll continue to
push as long as
they need us --
Cogar**

nication with us for four hours into the storm. Master Sgt. Lloyd Pennell and Senior Master Sgt. Ronnie Geary were giving us status reports throughout the storm. We could hear stuff banging into the building in the background, and we could tell they were scared," he said. "But, they just kept the information flowing as long as they could."

Korczynski, told the story of another key communicator. When one of the primary defense fuel supply points in the region, the New Orleans Naval Air Station, Belle Chasse, La., lost communications they relied on "Charlie."

"Belle Chasse was extremely important to support aviation efforts in the region," he said. "The 82nd Airborne and the 1st Cavalry were relying on Belle Chasse for helicopter fuel.

cont'd on next page

The Coast Guard delivered fuel bladders to the site because the other facilities were down. Belle Chasse was on emergency manning, operating on emergency generators and had no communications up at all. But every day, Charlie Giesinger called us from his home to let us know how things were going. And when Belle Chasse finally released all the civilian employees nearly a week after the storm, DESC realized they had no one left to discharge a fuel barge coming in that night. The inventory managers again relied on Charlie. They called him at home and he went back in to discharge the fuel."

"It was a collective sacrifice and a collective effort across the board," said Artrip. "Extraordinary events demand extraordinary measures – and that's exactly what they got!"

"Our hearts go out to the victims and to the rescue and recovery crews," said Cogar. "And we'll continue to push as long as they need us."



U.S. Navy Seaman Jabril Adams, assigned to Beach Master Unit 2, guides in a U.S. Navy Landing Craft, Air Cushioned to the beach of Biloxi, Miss., in preparation to offload various relief supplies for the victims of Hurricane Katrina on Sept. 6, 2005. U.S. Navy photo by Petty Officer 2nd Class Michael Sandberg

Defense Energy Support Center **2006 Worldwide Energy Conference & Trade Show**

The Defense Energy Support Center will hold the 2006 DESC Worldwide Energy Conference and Trade Show at the Hyatt Regency Crystal City, Arlington, Va., April 18-20. The conference provides attendees the opportunity to learn the latest in the petroleum industry, meet with industry or service specific experts, and network with other professionals.

As with past conferences, this year's WWEC will include opportunities for DESC's military service partners to host service specific meetings prior to the official opening of the WWEC Trade Show. The planning committee is also organizing a day-long symposium for our industry partners focused on "Doing Business with DESC." These pre-conference events will take place on Tuesday, April 18, and will be immediately followed by the official opening, ribbon cutting ceremony and reception at 4:30 p.m.

One of the highlights of the event is the Trade Show which promises exciting exhibits by more than 100 vendors and government agencies showcasing their support to the warfighter. The Trade Show will be open from 4:30 to 7:00 p.m. on Tuesday, April 18; from 8:00 to 10:00 a.m. and from 12:00 to 6:00 p.m. on Wednesday, April 19; and from 8:00 a.m. to 2:00 p.m. on Thursday, April 20.

Across DESC, every business unit and staff office is diligently working to develop a wide array of workshops focusing on the key issues that are critical to mission success today and in the future.

"I encourage everyone in the POL community to attend the conference," said DESC Director Richard Connelly. "It's a fantastic opportunity to learn how DESC and our partners in industry and government can strengthen relationships and leverage innovative solutions to better meet customer needs. I look forward to seeing you there."

For more information about the 2006 DESC Worldwide Energy Conference and Trade Show, please visit the DESC Homepage at www.desc.dla.mil and click on the WWEC link. There you will find the conference schedule of events and workshop summaries, but most importantly you will find the on-line registration form that will enable you to reserve your place at the conference.

“Ready for Business”

By Bob Koeller and Bill Hendricks

In September, the Defense Fuel Supply Point Djibouti became DESC's newest contractor-owned and operated facility. Horizon Terminals Ltd., which is fully owned by Emirates National Oil Company, built and operates this new facility.

The terminal, also known as the Doraleh Bulk Petroleum Terminal, replaces DFSP Aden. The US Navy never used DFSP Aden as a result of the bombing of the USS Cole in October of 2000 as the ship was approaching the newly commissioned DFSP shortly after receiving its first cargo.

DFSP Djibouti will maintain nearly 17 million gallons of F76 and more than 8 million gallons of JP5 in support of U.S. Central Command naval forces throughout the Gulf of Aden, Red Sea, and far western Indian Ocean areas of operations. The terminal has two berths. The larger one can accommodate vessels up to 800 ft LBP and 80,000 DWTs.

Bill Hendricks, a quality assurance representative for DESC- Middle East, supervised the discharge of the first two vessels used to fill the terminal. These were chartered vessels of the Military Sealift Command. During these initial discharge operations it was critical to maintain an extraordinary slow rate of flow into the tanks. This prevents the internal roof floating within the tank from tipping, or canting, and getting wedged on the edge of the tank. If the flow is too rapid, a canting and wedged roof can even sink, damaging the tank and the roof. Floating roofs minimize the loss of fuel through evaporation

and also minimize the buildup of explosive vapors.

On the morning of Sept. 12, 2005, the MV Kowloon commenced discharge of its full cargo (300,000 barrels) of F76 into DFSP Djibouti. By late afternoon, both of the 200 thousand-plus-barrel capacity F76 tank roofs were floated, and the ship was able to begin pumping at its maximum discharge rate. By the next evening the discharge was completed, and DFSP Djibouti was in the F76 business.

On Sept. 17, the MV Batavia arrived at DFSP Djibouti with approximately 200 thousand barrels of JP 5 and another 82,000 barrels of F76; this would fill the terminals two 100 thousand-plus-barrel capacity JP5 tanks, and almost fill the remaining free ullage in the two 200 thousand-plus-barrel F76 tanks.

Again, the initial discharge rate of the JP5 was extra slow to “float” the two tanks internal roofs. As soon as they were floating, the discharge rate was increased to the vessel's full capacity.

The overall discharge rate achieved for both cargoes was impressive, averaging over 11 thousand barrels per hour. This is well above the minimum contract requirement of 8,000 BPH. The discharge was completed on Sept. 19, and DFSP Djibouti was ready for its first U.S. Navy customer.



The MV Kowloon was the first ship to discharge at Defense Fuel Supply Point Djibouti. A week later, the supply point was ready for business.

Editor's Note: Were you as mystified by the ship's measurement in paragraph three as I was? Well, here's what I learned: LBP stands for length between perpendiculars which is the length of the vessel measured from the forward most part of the stem to the rear part of the rudder post. DWT is the deadweight tonnage, the lifting or carrying capacity that will keep a fully loaded ship, including crew, floating on the desired waterline when it floats in salt water. Believe it or not, the cargo capacity will be reduced in summer when the warm water causes the ship to displace more water. The reduced cargo will keep the ship floating on the same waterline. Bottom line — this is a pretty big ship!

DESC Fuels the Warfighter

Delivering Fuel Directly to our Military Forces in the

By Lana Hampton
DLA Public Affairs

The Defense Energy Support Center's Direct Delivery Fuels Commodity Business Unit continues to fuel the warfighter during Operation Iraqi Freedom.

The Direct Delivery Fuels CBU provides worldwide support to the military, Department of Defense activities, federal agencies, state and local law enforcement agencies and designated foreign governments with acquisition support services for ground, aviation and ship propulsion fuels delivered directly to the customer from commercial vendors. The CBU's Ground Fuels Division provides military and federal civilian facilities throughout the world with commercial ground and utility fuels through the Posts, Camps and Stations program. Customers include the military, U.S. Postal Service, General Services Administration, Amtrak, and the U.S. Department of Transportation.

**"The fuel is delivered directly by the supplier, freeing up the Air Force's air frames" --
Fantasia**

The Into-Plane Division contains three branches to support its customers: two Into-Plane branches and the Fuel Credit Card Team. Into-Plane contracts allow authorized government aircraft from military and federal civilian agencies to purchase fuel and refueling services on commercial airports at substantial discounts from the posted airport price. Customers receive aviation fuel services, subject to strict quality and safety standards, at approximately 500 into-plane contract locations worldwide.

(At the time this article was written, the Fuel Credit Card Team was a division of the Direct Delivery CBU. It has since been established as a separate office.)

The Fuel Credit Card Team manages the DoD Fleet

Credit Card which enables drivers of DoD vehicles to buy fuel at commercial gas stations using purchase cards. The Credit Card Team also manages the Aviation Into-Plane Reimbursement Card Program which allows aircrews to obtain fuel and authorized ground services at commercial airports. A pilot program is currently underway for a Ships Easy Acquisition Card, or SEA Card. When fully operational, the SEA Card will enable vessels to order at commercial ports via a Web-based application. It will support the Ships' Bunker Fuel Program, located in Ground Fuels Division I.

The Ship's Bunker Fuel Program provides various grades of ship propulsion fuels for combatant ships, Coast Guard vessels and various classes of U.S. government-owned and charter ships at commercial ports worldwide. Bunker contracts are in place servicing customers at 91 ports domestically and 85 ports overseas.

In support of Operations Enduring and Iraqi Freedom, the U.S. Air Force contacted the Ground Fuels Division I in January 2003 regarding supply of Aviation Gasoline. The Air Force requested AVGAS to Seeb Air Base, Oman, in support of their Predator mission. The Predator is a medium-altitude, long-endurance unmanned aerial vehicle system used for reconnaissance, surveillance and target acquisition.

The Air Force initially established Seeb Air Base, as the hub for distributing AVGAS to various locations throughout the theater. Although AVGAS is commercially available throughout most parts of the world, DESC and the Air Force Petroleum Office identified a supplier capable and willing to produce a special batch of military specification AVGAS to meet the Air Force's requirement. From January to April 2003, Ground Fuels Division I supported the Air Force by purchasing 1,119 drums of AVGAS (59,307 gallons) under five separate open-market purchase contracts totaling an estimated \$437,004.

DESC continues to support the Air Force and its Predator mission in support of post-Iraq operations. This spring, Direct Delivery established a fuel supply chain from Turkey to Iraq. With the establishment of a long-term contract, the need to buy products such as AVGAS in an "as needed" basis was eliminated. The new supply chain also included diesel and motor gasoline products.

"The customer knows who they are going to get the fuel from on a consistent basis, and it also alleviates a lot of pressure on the military logistics chain within Iraq," said George Atwood, chief of Ground Fuels Division I.

The new supply chain from Turkey also removes the Air

Part Two:

Defense Department's Hottest Theater



DESC's Direct Delivery Commodity Business Unit supports U.S. Air Force Predators like this one. The Predator is a long-range unmanned reconnaissance and surveillance vehicle. (Photo courtesy of U.S. Air Force)

Force's requirement to transport fuel from Al Udeid into Iraq. The contractors now direct deliver fuel by truck to the warfighter.

"The fuel is delivered by the supplier, freeing up the Air Force's air frames. They don't have to fly it from one location to another. That frees up those assets by having the fuel delivered directly to the customer," said Kathryn Fantasia, deputy director of Direct Delivery.

Another advantage of the hub from Turkey is that it alleviates pressure on other supply lines. Prior to this contract, Al Udeid, Qatar was the hub from which all fuel was transported. Today the southern areas of Iraq get fuel from Kuwait and the northern areas of Iraq get fuel from Turkey.

"That helps alleviate the pressure on other supply lines. So, if there's a problem in one area, you could theoretically increase quantity in the other to alleviate some of the loss," said Atwood.

Direct Delivery's goal is to provide the warfighter comprehensive fuel support in the most effective and economi-

cal manner possible.

"Contracting is a team effort. We can't do it without the help of our DESC-HQ support offices and our DESC regional offices. The regional offices play a very important role in ensuring contract execution by facilitating the operational aspect of the contract between the supplier and the customer," said Atwood.

DESC's Facilities and Distribution CBU also plays a vital role in the contract process.

"Once we capitalize a location and make sure the inventory is accounted for and managed properly, receipts and sales are input into the system, and it all goes to Facilities' inventory folks. They've done an outstanding job of ensuring that that's done properly," said Fantasia.

Providing fuel to the war fighter in support of Operation Iraqi Freedom remains a priority for the DESC team as it continues to be recognized as the best and most effective energy support organization in the world.

Natural Gas Division responds to Hurricane Katrina

By Timothy Magee
Contract Specialist
Natural Gas Division

With Hurricane Katrina poised to strike the southern United States somewhere near New Orleans on Monday, Aug. 29, an early morning team meeting was held in the office of Betty Hoapili, Chief of the Natural Gas Division, South and West regions, of the Defense Energy Support Center. Based just outside of Washington, D.C., at Fort Belvoir, Va., we knew that we would not be directly affected by this hurricane, but we wanted to make sure that DESC customers in the southern region were also not affected. We wanted to be ready for anything because Katrina was shaping up to be quite a storm. On top of our normal daily responsibilities, we were now faced with the prospect of dealing with the effects of a rather large and powerful hurricane.

The first order of business was to assess the situation and try to be prepared for anything that could restrict the flow of natural gas to our customers. The natural gas is used for a variety of purposes, and it is transported to our customers via pipelines that criss-cross the country. Whether it is for heating, cooling or the production of electricity, it is usually critical to mission success that our customers receive it. In the face of what has been termed one of our nation's greatest natural disasters, we wanted to do everything in our power to provide the energy that our customers so greatly needed.

To make matters even more pressing, we were informed that on the previous afternoon the Henry Hub was closed down until further notice. The Henry Hub is located 144 miles west of New Orleans, and the company that owns it was concerned about the dangers associated with keeping the hub operational during the hurricane. The Henry

Hub is important because it connects to nine interstate natural gas pipelines and because it is used in the pricing of natural gas futures that are traded on the New York Mercantile Exchange. We knew that we could have our hands full. With some of our team members out of the office that day, we were not fully staffed, and we knew that we would really have to pull together as a team to keep the storm from interrupting the flow of natural gas to our customers.

The energy managers on our team have direct contact with our customers, and they immediately hit the telephones

We knew we would really have to pull together to keep the storm from interrupting the flow of natural gas.

and attempted to contact all of our natural gas consumers in areas that could be affected by the approaching fury of Hurricane Katrina. They wanted to determine early if there were any storm related issues affecting our customers and to let them know that DESC would do everything possible to ensure continued service. Also they wanted to let our customers know that we were keeping track of events and that we would be ready to handle any issue that might arise presently due to the storm. They kept the other members of the natural gas team updated by sending regular e-mails on the status of natural gas delivery in the region. The energy managers on the floor that day were Jim Campbell, Mary Grace Chambers and Veronica Jones, and they really had their work cut out for them.

The contract specialists are the

other half of the team and have the responsibility to work with the suppliers of natural gas. We immediately started calling all of our points of contacts for the suppliers in the region that Katrina was now starting to batter relentlessly. We wanted to be proactive and determine how our suppliers viewed the way that events were shaping up. If there was going to be a problem, we wanted to know about it as early as possible and to be aware of any remedies that might be available. By staying on top of the situation we hoped that we would not get any surprises, and we would have the

time to come up with viable solutions to any problems that might arise. The contract specialists working that day were Brian Nuckols, Jeannine Fairly, and Timothy Magee (my self). We made sure that we worked very closely with our Energy Managers to supply our customers' energy needs.

After contacting all of our customers and suppliers in the impacted region, our team had a good idea of what impact the hurricane would have on our customers. Even though the customers reported no damage due to the hurricane, some installations would still be affected by additional costs for gas purchased. During this emergency, as well as in normal day-to-day operations, it was up to us to provide our customers with comprehensive energy solutions in the most effective and economical manner possible.

With Veronica's assistance, Jim was able to contact all the locations DESC serves in Florida and Louisiana. Since Brian was busy handling other matters, I filled in for him as the point of contact for our natural gas provider in the area. I immediately contacted the provider to discuss how things were going for our customers in the region of the hurricane. We soon learned that a *Force Majeure* was in effect which meant

the supplier was prevented by an “act of God” from supplying the product. Installations in Florida and Louisiana that are served off Gulf South Pipeline would be affected by a complete cut of natural gas from the supplier. Two of our customers, Fort Polk, La., and Naval Air Station Pensacola, Fla., would be affected by this *Force Majeure*. Since both of these bases had natural gas in storage, these cuts had no effect on the installations. They were simply able to draw the gas that they needed from their storage accounts until the pipeline was operational again. Jim stayed in contact with installations until operations went back to normal. As it turned out these two locations did not require our assistance, but we were ready in case they did.

Other customers in Florida were affected by cuts or reductions in their natural gas supply. The installations affected either switched over to alternate fuels at lower overall cost or used gas as needed from another supplier at a higher rate than normal. For example, beginning Aug. 28, the supplier cut the natural gas supply for the Kennedy Space Center by nearly 75%. Jim was in constant contact with the installation and worked hard to ensure that their energy needs could be met. Since their natural gas supply was greatly reduced, the Kennedy Space Center switched over to the use of fuel oil for a major portion of their load. However Jim soon learned that the space center was running into a shortage

problem and would need to get additional supplies fast. Jim contacted the Direct Delivery division that procures fuel oil and worked with them until our customers’ needs were met. Jim then continued to monitor the situation closely to make sure there were no more problems.

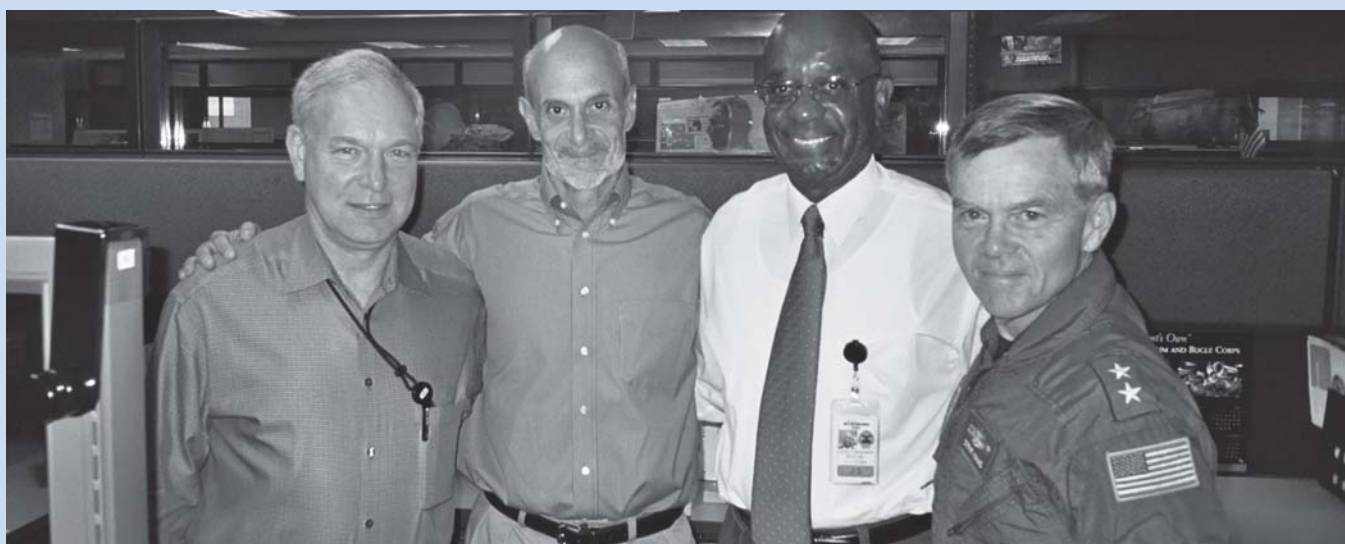
Also in Florida, Naval Air Station Jacksonville and Naval Station Mayport were having difficulties getting the natural gas that they needed. A large portion of the supply for these bases was cut, and so they decided to switch most of their load to fuel oil instead. These installations then had a small amount of natural gas at their disposal that they were not going to use, and so they agreed to turn back this excess gas. Brian worked with Jim and the installations to turn the excess gas in the open market at a profit. Brian then issued the necessary modification to the existing contract for our customer’s transaction.

Mary Grace contacted her customers in the state of Georgia and spoke with them about switching to fuel oil to reduce costs instead of continuing to use natural gas. Due to the rapidly rising price of gas, two installations in the state asked to switch to fuel oil. Even though the natural gas provider had already purchased the gas on the open market to supply to these installations, Mary Grace and Brian worked out an agreement with the provider to allow these two installations to switch to fuel oil. Both installations experienced a cost

savings and have expressed their satisfaction with our customer support.

Jim contacted our customers in South Carolina and learned that Charleston Air Force Base had their supply of natural gas curtailed by the supplier. It seemed that another one of our customers was going to be affected by Hurricane Katrina, and Jim was ready to take corrective action. However, Charleston AFB does their own supply management, and as it turned out, the installation had used less for the month than they had originally projected with the supplier. The base was able to continue receiving natural gas because they could draw on the quantities that they had not consumed for the month of August. In the end they did not need assistance from DESC to weather the effects of the hurricane, but we were ready to support them nonetheless.

During this time of national emergency, DESC’s Natural Gas Division worked hard to complete its mission. Pulling together and working as a team, we were able to complete our normal every day activities as well as handling the crisis caused by Hurricane Katrina. Without this teamwork, we would not be able to provide such a high level of service to our customers on a day to day basis and in a time of crisis when it really counts.



Hurricane Rita Relief: Frank Wright, DESC liaison officer to U.S. Northern Command; Secretary of Homeland Security Michael Chertoff; Percy Brazier, DLA liaison officer to USNORTHCOM; and Rear Adm. Steven W. Maas, USNORTHCOM’s top logistician, posed for a photo September 24, when President Bush visited USNORTHCOM to observe disaster relief operations during Hurricane Rita.

Field Trips: Better than Ever

By Susan Declercq Brown
DESC Public Affairs

Nearly thirty employees of the Defense Energy Support Center and related government agencies traveled to the Virginia Tidewater area in September to see first-hand the facilities and customers they learned about in the DESC Overview Course. The travelers were participants in DESC's Energy Indoctrination Field Trip, the semi-annual course follow-on to the overview course.

The field trip is recommended for all DESC employees, according to Deputy Director Capt. Marvin C. Wenberg II. It affords participants the opportunity to visit our customers in the field, as well as to observe operations at a refinery, a bulk fuel terminal, a retail fuel terminal, tactical petroleum facilities and fuel training facilities. Recent participants laid hands on aviation fuel trucks and product testing equipment, toured refineries and power plants, climbed aboard amphibious landing boats and the USS Saipan amphibious assault ship, and took in the sights from atop a fuel tank.

"It was a great experience," said David Dotson, a contract specialist in the Direct Delivery Commodity Business Unit. "The opportunity to climb around on the hover craft,

touch the barge, climb through the ship, and everything else we did was really valuable. Every time you lay your hands on it, you are creating memory hooks to which you attach the information you learn," he concluded.

Margie Bleau, a chemist, and Jeff Strain, a contract specialist, both in the Bulk Fuels CBU, agreed networking was a key component of the trip. "I enjoyed learning about the product technology," said Bleau, "but what I thought was most beneficial was meeting people I'll be working with from around the center."

"It's great to be able to put names to the faces I see in the halls and the elevators," said another participant, adding that she's already relied on her new contacts as valuable information resources.

Participants outside of DLA came from the Government Accounting Office, the Army Petroleum Center and the Air Force Logistics Office in the Pentagon.

The fast-paced, three-day trip begins with an early bus departure from Ft. Belvoir. At the Petroleum and Water Department of the Army's Quartermaster School, centered at Ft. Lee, fuels instructors talked participants through the product distribution system as they demonstrated the process with a model glass pipeline. The model begins at the off-shore rigs, through refineries and along the pipeline where base, intermediate and head terminals all took their cut of the fuel. The glass pipeline made it easy for participants to see how many different products flow through the same pipeline.

A windshield tour of the training facilities highlighted tactical fuel equipment like fuel water separators and wash racks, and a tactical petroleum terminal of collapsible fuel tanks or bladders.

That afternoon the group visited the flight line of the 1st Fighter Wing at Langley Air Force Base. There airmen and non-commissioned officers demonstrated an aircraft de-fueler, on-site testing facilities and fuels management via the Fuels Automated Systems, the automatic truck gauging system and the automatic data card system.

This was a highlight for Stephen McEvily, a DLA information technology specialist, who enjoyed seeing FAS in action.

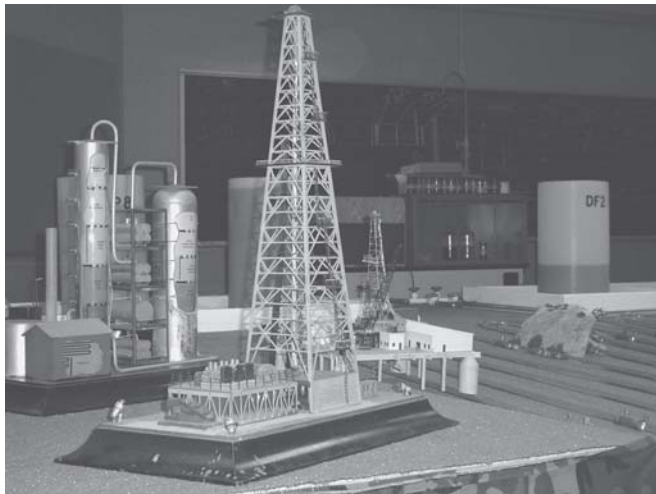
Before leaving for the hotel, the group drove down to the pier to see where the air base receives its fuel by barge.

On the second day, participants began the day at the Naval Amphibious Base Little Creek where they toured a coal-burning facility which provides home port steam power for ships. Then it was on to the Little Creek fuel terminal and a demonstration of a Landing Craft Air Cushion, or LCAC, being refueled. After the refueling, the visitors were welcomed aboard the boat where they received a briefing, climbed into troop and pilot's cabins, and posed for group photos.

Next, the group headed for Craney Island Fuel Terminal, the largest government-owned fuel facility in the continental United States. After an overview briefing of the facility, participants enjoyed a windshield tour of the huge facility and the opportunity to stroll down a pier, getting a close look at the



Yunyoung Cho, a contract specialist in Bulk Fuels, listens to a presentation on the Landing Craft Air Cushion on Day Two of the September 2005 Energy Indoctrination Field Trip.



A model glass pipeline at Ft. Lee clarifies transportation processes. (Photos by Susan Declercq Brown.)

fuel barges lining the pier and the system of pipelines along the pier. Those with the stomach for it climbed a staircase to the top of one of the facility's many 60-foot-tall fuel tanks where they had a commanding view of Craney Island.

After lunch, it was on to the USS Saipan, an amphibious assault ship which carries LCACs, helicopters, operational forces and support personnel. Supply officers gave the group a tour of the ship: cargo decks, command center, the bridge, medical facilities, dining halls, flight deck, and living quarters. After climbing scads of stairs, ladders and ramps; stepping over foot-high coaming in each doorway, and peering down vertical tunnels with ladders going seven or eight decks straight down to the engine rooms, the group got a feel for how sailors stay fit.

Eleven hours after the day's itinerary began, the group returned to the hotel where most found the energy to join others in the pursuit of hors d'oeuvres and dinner at local restaurants.

Though the day was taxing, many participants felt it was the highlight of their trip. "It was great to see the dedication and sacrifice of those out in the field," said Raymond Ortiz, a chemist in the Bulk Fuels CBU. "It was an especially good opportunity for people who don't have prior military experience to see who the customer is and how they use our products."

On the final day, the group visited the only fuel refinery in the state of Virginia. The refinery receives crude oil by tanker ship and processes about 54 thousand barrels a day. About half of the crude oil is converted to various gasolines; another 35 percent goes to distillates like diesel and home heating oil; and the final 15 percent goes to half a dozen products including propane gas. The refinery's host passed around glass bottles containing a variety of crude oils and refined

products and explained the various steps in the refining process and how a variety of final products are produced. Participants were amazed at how complex the process is.

After a windshield tour of the storage area and a barbeque feast, the satisfied, weary travelers returned to Ft. Belvoir in time to avoid rush hour traffic on the way home.

Interested in participating in what Michael Simon, a contract specialist in the Energy Enterprise CBU called "the best experience I've had as an employee at DESC?"

Then check this URL for the next scheduled Energy Indoctrination Field Trip.

While you're at it, take a look at the other in-house courses offered by DESC's Workforce Development Office. Customers, who are also eligible for some of the courses, can call 703-767-9561 for more information.

www.desc.dla.mil/DCM/DCMPage.asp?PageID=486



Participants pose by the ramp of the LCAC after the refueling demonstration on Day Two.

Ribbon-Cutting Launches Marine Government, Industry Partners

By DESC, Multi Service Corporation and BP Public Affairs offices

The Defense Energy Support Center and its government and industry partners marked the launching of the innovative SEA Card pilot program with an October ribbon-cutting ceremony in Newport News, Va.

The SEA Card, or Ships' bunkers Easy Acquisition Card, is DESC's new worldwide marine fuel procurement program. The SEA Card program is designed to make marine fuel commercial into-ship procurement, and the resulting payment process, more efficient for customers and merchants. DESC-approved vessels used by the military services and the U.S. Coast Guard, as well as both contract and non-contract suppliers throughout the world can participate.

Defense Logistics Agency Director Vice Adm. Keith Lippert and Richard Connelly, director of DESC, cut the ribbon at the ceremony. DESC is a field activity of DLA.

"DESC's work on this program began nearly two years ago, motivated by our desire to simplify the bunkers fuel purchase process for our maritime customers – America's war fighters," said Connelly.

DESC awarded the contract to Multi Service Corporation in September 2004. Along with the subcontractor, BP Marine, MSC will administer and manage the SEA Card program.

The SEA Card program is a web-based order management

system. It operates from the custom-built SEA Card Order Management System. SCOMS connects vessels and merchants through an online automated process for placing fuel orders and inquiries. Through SCOMS, vessels can initiate fuel requests online, and merchants can respond electronically. Most importantly, SCOMS electronically captures specific fuel delivery information, including fuel type and quantity, needed for accurate transaction processing. It virtually eliminates paper processes and streamlines the entire transaction process.

The pilot program, which began in early October, includes 13 vessels and 20-30 merchants who will use SCOMS for all contract fuel requirements. According to Louis Glass, MSC's project manager of SEA Card, "This pilot program will serve as a rigorous test to identify necessary enhancements for the full program launch in early 2006."

When fully operational, the program will include up to 400 Defense Department vessels and include the addition of open-market purchases for non-contract fuels. The SEA Card team plans to add 250 supply locations in the first year.

According to Connelly, by fiscal 2007, well over \$500 million dollars of bunker fuels transactions will be completed using the SEA Card.

"Twenty-four hours a day, seven days a week, the internet-based SCOMS will make purchasing, billing and receipting secure and fast – while ensuring the accuracy and integrity of the transaction," said Connelly.

At the ribbon-cutting, Lippert said the SEA Card will be a vast improvement for the shipboard supply officer. "As a young officer, I remember having to pull out the manual just to work through the process, from finding a vendor, to placing an order, to verifying receipt. The SEA Card will make this process easy and fast.

"As for our brothers in the Military Sealift Command and the Coast Guard, the benefits to them will be even greater. Commercial purchases are a way of life for those folks, so the SEA Card process will simplify and expedite their frequent commercial purchases," Lippert explained.

"Just imaging the operational SEA Card underway almost makes me want to be that



The government and industry SEA Card team commemorates the SEA Card launch by posing on a Virginia pier with DLA Director Vice Adm. Keith Lippert and DESC Director Richard Connelly. (Photos by Lawrence "Robbie" Robinson.)

Fuel Pilot Program: Welcome SEA Card



DLA Director Vice Adm. Keith Lippert and DESC Director Richard Connelly cut the ribbon, launching the SEA Card.

young ship's supply officer again. With a SEA Card in hand, a lot of supply officers are going to look like heroes out there," Lippert concluded.

SEA Card participants log in to the secure website to order fuel. Vessels can place orders with a current DESC contractor, or can submit an order for open market purchases at a non-DESC contract port which can be bid upon by all port merchants. Users can easily locate a merchant through the Port

Locator application in SCOMS. The user need only enter the name of a port or city to access a list of merchants meeting the criteria specified. Once an order has been placed, SCOMS automatically e-mails the merchant. Merchants can then accept, decline, or counter the offer.

Once a fuel order is accepted, the merchant and customer arrange the logistics. Once the fueling has taken place, the merchant enters the delivery and transaction details directly into SCOMS. This electronic capturing of the data eliminates the wait time associated with paper transactions. It also reduces billing errors because the customer verifies the details before transaction processing takes place.

Once the delivery details are verified, SCOMS generates an electronic invoice which is submitted to the Defense Finance Accounting Service for payment.

Extensive training materials have been developed for SEA Card holders and merchants. Face-to-face training sessions began in October for DESC, U.S. Navy, Coast Guard and Military Sealift Command people and merchants participating in the pilot programs. According to Ann Sielaty, the SEA Card government program manager, face-to-face training will continue throughout the pilot program which is expected to run through April 2006. When the program is fully deployed, the service component program managers will provide training within their organizations.

DESC, MSC and BP partnered with the Navy

**The SEA Card
complements
DESC's existing
programs, the
AIR Card for
aviation fuel, and
the DoD Fleet
Card for
automotive
gasoline.**

Consolidated Program Management Office and the Naval Operational Logistics Support Center, the Military Sealift Command and the Army Petroleum Center to field the SEA Card.

Fuel Line Seeks Human Interest Stories

**By Lauren Brown
DESC Family Member**

The Fuel Line wants readers to send in human interest stories or ideas for future issues.

The magazine wants stories on employees or family members who have unique experiences or hobbies, interesting achievements, or humorous true stories to share.

Readers should submit stories or ideas to the editor by e-mailing them to DESC.FuelLine@dla.mil.

Be sure to have permission from the people you write about. All photo submissions should be 300dpi or higher resolution with a caption identifying the people and describing the action.



DESC Fuels the Warfighter

Bulk Fuels Adds Overseas Truck Distribution to

**By Lt. Col. Susan Declercq Brown, USAFR
DLA Public Affairs**

If you watch the nightly news coverage of Department of Defense activities, you know the emphasis is on operations in Iraq and Afghanistan. You might draw the conclusion that the Defense Energy Support Center's Bulk Fuel Commodity Business Unit would face their biggest challenge with an increased requirement for fuel. But, that's not the case, according to Col. David Rohrer, director of Bulk Fuels.

"Quantities have gone up," explained Rohrer, "but not that much in the big picture. It's the atypical means of distribution and the sourcing locations that create the challenges."

The Bulk Fuel CBU is responsible for contracting, distribution, transportation, inventory and quality control, and technical support for military specification petroleum products worldwide. These contracts, valued over \$7 billion last fiscal year, account for approximately three-fourths of the fuel supplied by DESC.

Contracts for fuel delivered in the continental United States account for most of the bulk fuel contracts. "The overseas contracts account for just one-third of DESC's bulk fuels business," said Joy Mullori, chief of Bulk Fuels overseas contracting, "and Iraq and Afghanistan are just a very small piece of that."

**In a perfect world, we'd
want to take everything in
by tanker ship or pipeline.
But, this is not a perfect
world.
-- Rohrer**

According to Rohrer, American forces in Iraq use more than 1.3 million gallons of fuel each day. Or as Bulk Fuels Deputy Director Jim Cotton says, "We have pushed enough petroleum products under the Operation Iraqi Freedom support structure to fill the Empire State Building over seven times."

All fuel flowing in to Iraq travels by one of three routes the military calls ground lines of communication, or GLOCs. Fuel originating in Kuwait, Turkey, or Jordan is trucked, under DESC contract, along one of these GLOCs and delivered to one of three main hubs in Iraq. From the hub, the Army is responsible for redistributing the fuel to American installations in the region.

It is this method of distribution which the CBU finds most challenging.

"Everything is going in by truck, which is the most inefficient means of delivering fuel," said Rohrer, "and this creates its own problems. In a perfect world, we'd want to take everything in by tanker ship or pipeline. But, this is not a perfect world."

Originally, the Kuwait GLOC was the only source of fuel for our forces in Iraq. The Turkey and Jordan GLOCs were opened later to help reduce the number of fuel convoys going through the Sunni Triangle. And, from the start, the Army had the responsibility to distribute fuel within the theater of operations — within Kuwait, and from Kuwait into and around Iraq. But in February 2005, the Army asked DESC to take over the mission to distribute within Kuwait and to deliver from Kuwait to the southern hub in Iraq.

Bulk Fuels was now in the overseas trucking business.

DESC held a full and open competition and selected Jassim to truck the fuel. The Kuwait Petroleum Corporation supplies Jet A-1 commercial specification fuel to be additized, as well as diesel and gasoline. According to the Army, the new arrangement will allow the Department of Defense to realize significant cost savings.

Every truck going into Iraq is met at the border and escorted by American forces. There is what Rohrer calls "a synchronization drill that has to occur between our contractors and the trucks coming across the border and the military escorts." That synchronization is critical. If escorts are delayed by military operations or local uprisings, truck drivers have been known to unhook their loads and leave them at the border, according to Mullori.

Usually the link up at the border goes smoothly. But the trip through Iraq can be anything but smooth.

"During the holidays there may be border closures, or drivers may not want to be away from home. You can have an uprising or a hostile action. Everything that feeds into that can disrupt the fuel supply chain," Rohrer explained. "We've had situations where we've had drivers kidnapped, vehicles destroyed by IEDs and accidents. We've had drivers

Part Three:

its Repertoire, Builds Relationships in Middle East

killed and U.S. service members killed while escorting some of these vehicles,” said Rohrer. In fact, the trip from Jordan to Iraq’s western hub can be so treacherous that the CBU adapted the contract with their supplier for the Jordanian GLOC. An innovative clause in which DESC shares some of the risk associated with battlefield losses was added to the latest rendition of the contract.

“The changing condition in Iraq (the loss on the Jordan GLOC of more than 70 trucks in less than a year) resulted in excessive insurance costs and loss conditions outside the contractor’s control,” said Cotton. “The contractor found it difficult to continue ... and reluctant to purchase replacement equipment.”

“The shared risk was a way to help keep our contractors in business, and to hopefully reduce the speculative element in their price,” said Mullori. “We don’t want the price to be too low because if they experience unshared losses under those circumstances, it could drive them out of business. And, we don’t want the price to be unreasonably high because they’re hedging for possible losses,” she explained.

The GLOCs in support of Operation Enduring Freedom are equally challenging, but for different reasons. Most of the fuel going into Afghanistan comes from Pakistan, passing through the infamous Khyber Pass on the way to Bagram Air Force Base. The roads are treacherous, and in the winter snow has blocked convoys for more than five days. Fuel also comes from Turkey, and a small amount of Russian specification TS-1 aviation fuel comes from Uzbekistan in the north, courtesy of a contract managed by DESC’s Direct Delivery CBU.

Fuel convoys in Afghanistan are unescorted, and DESC has no communication with the trucks during their 7-10 day transit. “When trucks are late, we have to send helicopters out looking for them to determine what the holdup is. Often it’s an issue with weather or unauthorized road closures or tolls. Sometimes the drivers just can’t get through and they have no way of notifying us,” said Mullori. “In the winter, we’ve even had to have the Army leave Bagram and go clear the roads,” added Rohrer.

Beyond the distribution challenge is the complexity and difficulty of sourcing fuel in the theater. “Couple the hostile environments with the natural supply chain constraints and the challenge to supremely perform the mission has never been more clear,” said Cotton.

According to Rohrer, innovative and unique solutions are required to meet customer requirements.

The TS-1 aviation fuel contract is one example of the sourcing challenges. All the fuel in theater is sourced through

regional providers. When Bulk Fuels had difficulty sourcing enough JP-8 jet fuel for customers in Afghanistan, Direct Delivery was called in to contract for Russian specification fuel and delivery. “That helps a lot, since supplying Afghanistan is



Trucks traverse the treacherous Khyber pass -- in good weather. “Couple the hostile environment with the natural supply chain constraints and the challenge to supremely perform the mission has never been more clear,” says Bulk Fuels Deputy Director Jim Cotton. (Courtesy photo.)

the hardest thing we do,” said Rohrer, “much harder than Iraq.”

DESC succeeds by establishing and maintaining strong links with customers and suppliers in the region. Bulk Fuels has strengthened a number of existing business relationships in the region and has established quite a few more in an effort to meet and manage the growing and constantly changing requirements in the region, said Mullori. “Relationships are especially important in that part of the world,” she explained.

In Kuwait, the Kuwait Petroleum Company has to balance American requirements with the requirements of the Iraqi government and their other customers. “Bulk’s contracting officer talks with KPC almost every day to try and meet our ever changing requirements. When it’s a weekend here, it’s a work day in the Middle East; so it never really stops for our contracting officers and specialists. They’re basically on call all the time,” said Mullori. The contracting officers and specialists are “our biggest asset in serving the theater,” she added. In addition, DESC hosts weekly video teleconferences with “all the major players in Iraq” to try and synchronize issues.

Sourcing fuel from Pakistan is also a major challenge, requiring strong supplier relations and daily negotiations. “We

Cont’d on page 50

DESC Averts \$3B in Claims

-- But it's not over 'til its over

Susan Declercq Brown
DESC Public Affairs

The Defense Energy Support Center has won a significant victory in a federal appeals court. While that won't save them money on their car insurance, it will save billions of dollars in potential settlements.

In late April, the U.S. Court of Appeals for the Federal Circuit reversed two lower court decisions which had declared illegal the market index-based pricing method DESC uses in bulk fuel purchase contracts. Had DESC lost the appeals and the initial rulings stood, it would have opened DESC up to \$3 billion in claims, according to DESC Director Richard Connelly.

"This could have been a disaster for DESC," said Connelly. "Not only the money was at stake, but also our credibility as a competent contracting organization. When the court of appeals decided in favor of DESC, it confirmed what I always knew," Connelly said. "DESC got it right!"

The road to this victory has been a long one, according to Bern Duval, DESC's chief counsel. Back in 1992, MAPCO, an Alaskan refinery, won a trial court case that invalidated DESC's market-based economic price adjustment clauses. MAPCO had brought suit because of unusual circumstances which had caused MAPCO's crude oil costs to rise while market prices for refined product were falling. "The contractor was caught in a squeeze," said Duval. MAPCO alleged the price adjustment clause conflicted with the Federal Acquisition Regulation. The FAR is the primary regulation governing all federal executive agencies in their acquisition of supplies and services.

The court decided in favor of MAPCO, saying it should have been protected under the FAR. "It was an

unusual factual situation, said Duval. "We settled the case even though we disagreed with the decision. It was a case of bad facts making bad law."

Things soon went from bad to worse. In 1995 another contractor, Pride Refining, filed claim, citing the MAPCO decision. Five years later, they were awarded \$45.7 million. This triggered an avalanche of claims. Eventually 35 contractors filed claims on more than 600 contracts dating back to 1981. The contracts filled 15 five-drawer file cabinets, and there were enough payment documents to fill 200 boxes.

DESC and the Justice Department decided the only way to combat the

Kaufer and Don Tracy, of the Defense Logistics Agency, and Justice Department attorneys Steven Gillingham and Kyle Chadwick, continued to fight to have the MAPCO decision undone.

The breakthrough finally came in 2003 when Court of Federal Claims Judge John P. Wiese took a fresh look at what was happening and decided that the MAPCO decision was all wrong, said Duval. Thirty percent of the court's docket involves federal contracts with an average value of well over a million dollars. But the stakes in this case were much higher, Duval explained. This decision would decide the fate of the related claims.

The difference of opinion between Wiese and the other COFC judges set up the appeal. And, in April, a three-judge panel of the Court of Appeals sided with Wiese. They reversed all the other judges and overturned the MAPCO decision, saying "the meaning of the regulations governing the use of EPA clauses is plain." DESC's use of market-based references to determine adjustments to established prices is authorized under the law, the court concluded.

The appeals court remanded the cases to the lower courts for disposition according to its ruling. But, all is not over yet. The complaints contained other legal arguments and issues that the courts had not addressed. DESC's attorneys and the Department of Justice attorneys are now filing briefs to dispose of those issues.

"The court of appeals decision took the heart out of the plaintiffs' cases," said Duval. The attorneys believe that DESC will prevail on the remaining issues. "But if there's one thing to learn from this saga," he adds, "it's not over until it's over."



DLA Vice Director Maj. Gen. Mary Saunders (left) and DESC Director Richard Connelly (right) present contracting officer John Walker the Exceptional Civilian Service Award for his work on the case. Bern Duval also received the ECSA. (photo by Thomas Wilkins)

onslaught of claims was to undo the MAPCO decision, said Duval. John Walker, DESC's contracting officer, led a team to painstakingly review all the contracts. After determining that the contractors had suffered no harm, he denied the claims.

But things didn't go well for DESC. In a series of decisions, judge after judge on the Court of Federal Claims sided with the MAPCO decision. "We felt our backs were against the wall," said Duval. "But we never lost confidence in the correctness of the agency's actions." Attorneys Howard

Crossing Borders From Jordan to Iraq in Support of Troops

**By Capt. Mark E. Young
Quality Assurance Rep.**

Defense Energy Support Center – Jordan provides quality assurance for all fuel leaving Jordan in support of Iraqi Freedom. DESC-J delivers more than 25% of the overall fuel entering Iraq, which equates to more than 9 million gallons of JP8 and 50 thousand gallons of Diesel.

DESC-J currently has two deployed fuel logisticians with petroleum expertise to ensure that the contractor meets its contractual requirements regarding fuel quality and quantity, and the quality of transportation assets. Army Capt. Mark E. Young, a recent participant with the Training with Industry Program-Sunoco Oil, and Master Sgt. Donald Dean, who has more than 17 years of fuel experience, work

together as the quality assurance representatives, overseeing contract administration for fuel operations. They work closely with John Walker, a contracting officer at Fort Belvoir, and members of the International Oil Transportation Company Jordan headquarters, terminal managers and chemists.

Harry Sergeant, a former U.S. Marine pilot, is the founder and co-owner of IOTC. His company's mission is to support U.S. operations by assisting with the fuel process and delivery to American bases in Iraq. With a fleet of more than 300 tankers and four storage tanks with a capacity of more than 7 million gallons, IOTC brings fuel from Saudi Arabia into Aqaba, Jordan. There it is mixed with additives and tested for quality. The fuel

is then conveyed by local Jordanian, Dominican Republican, Sudanese, and Indian drivers to the border. There the convoy is met by a U.S. Army escort which continues with it to the American bases of Al Asad, Al Taqqadem, and Korean Village.

With the continued demand for fuel by American forces, IOTC continues to increase its productivity to meet these needs. IOTC's future plans are to purchase more than 75 new tankers and implement new tank storage units which will double storage capabilities and increase delivery quantities. Through logistical planning and quality assurance, DESC-J representatives ensure fuel is delivered to the war-fighters in Iraq, as we continue to cross borders to support the troops.



Master Sgt. Donald Dean supervises test procedures with IOTC chemist Benoy. (Photo by Capt. Mark Young.)

Connelly Travels to Afghanistan for Support to U.S. Forces in Global

By Capt. Dennis Bowers

DESC Liaison to DLA Contingency Support Team- Afghanistan

In July, Richard Connelly, director of the Defense Energy Support Center and senior fuels officer for the Department of Defense, traveled to Afghanistan. He wanted to see first-hand what DESC was doing to assist the warfighters in the Global War on Terrorism, and to meet with our customers to learn if there was more we could do.

Commander of the DESC Middle East Office Col. Dan Jennings and DESC Middle East Deputy Director Donnie Robinson joined Connelly so they could address first-hand any issues with leaders on the ground here in Afghanistan.

Jennings had just taken command of the DESC-ME office, so this trip was an excellent way for him to learn how the warfighter counts on fuel support from DESC in Afghanistan. DESC has provided over 350 million gallons of fuel to operations in Afghanistan over the past four years and continues to provide the much-needed fuel to the right place at the right time to support warfighters on the ground.

“Supporting the warfighter in an austere environment like Afghanistan is a challenging mission. But with the total DESC

Kaiserslautern, Germany, Col. Walter Sawyer, serves as the Joint Logistics Commander in Afghanistan. He met with the DESC contingent to focus on the fuel support DESC is currently providing to support the JLC and CJTF-76. Sawyer complimented DESC on the “absolutely excellent” support to date and was optimistic that would continue through the winter months.

Col. Gary Potts, the senior staff logistics officer within CJTF-76, sat down with Connelly, Sawyer and others to discuss fuel support to Afghanistan in the coming months of the Afghan elections, Muslim holidays and winter months on the horizon.

A briefing presented by JLC staff gave an overview of just how important DESC’s fuel support really is to the warfighter. The JLC provides fuel to forward operating bases from DESC capitalized sites within Afghanistan. These FOBs provide fuel directly to the warfighter to conduct operations within Afghanistan.

DESC has three capitalized fuel sites within Afghanistan, and Connelly was able to visit them all. At the Bagram Defense Fuel Supply Point, Sgt. 1st Class Timothy Lebouf, the Theater Class III NCOIC at the JLC, showed Connelly the fuel locations and gave him specific details of how the site is operated to

support airfield operations as well as distribution to the FOBs. Lebouf also explained the storage expansion project that has been ongoing since the 29th Support Group took over the role of the JLC in March. This expansion project has added 800,000 gallons of storage, and once it is finished, it will add a total of 1.6 million gallons to the Bagram DFSP. The tour also included the lab facilities on Bagram as well as discussion of a plan to rebuild a fixed storage facility that could add up to an additional 500,000 gallons of storage if completed.

The group then took a UH-60 ride to Kabul to see the on-going construction of the contractor owned-contractor operated DFSP Kabul. The facility was completed in mid-August. Fully operational now, it holds 2.1 million gallons of DESC-owned fuel as a reserve for American forces fighting the GWOT. This CO-CO operation was constructed and managed by the Tryco Corporation. The travelers met with the president of Tryco, Franz Zenz, to discuss the latest developments and timeline for completion of the site. It was

critical to have the facility up and running before the winter months to ensure seamless DESC support to the operational command in Afghanistan. At the time, Tryco also had an into-plane contract with DESC for the Kabul Airport which provides fuel to U.S. and coalition aircraft.

Next, the group traveled by C-130 aircraft to Kandahar Airbase, where they spent just a few hours on the ground. The



Sgt. 1st Class Timothy Lebouf (pointing) briefs Col. Gary Potts and Richard Connelly at the Bagram Air Field download point. (Photos by Capt. Dennis Bowers.)

team, we’ve been able to do truly amazing things to ensure mission success,” said Connelly.

During a one-day visit to Bagram Airfield, Connelly met with the senior logisticians on the ground who support the Combined Joint Task Force-76 (CJTF-76).

The commander of the 29th Support Group out of

For First-Hand View of DESC's War on Terrorism



The entourage tours the BAF fuel download point.

base commander, Lt. Col. James Hardy of the 111th Area Support Group, and support operations officer for the 173rd Support Battalion, Maj. Dennis Wedding briefed Connelly on the fuel operations at the capitalized DFSP Kandahar while conducting a windshield tour of the fuel facilities. Kandahar also just recently completed an expansion project to add 1.1 million gallons of storage capacity. This has been very helpful in providing much needed support to their FOBs. Hardy discussed an additional expansion to establish a new fuel download/

upload facility to streamline the process of fuel moving in and out of Kandahar. Wedding has operational control over the site, and he discussed how he supports coalition forces as well as airfield operations from this facility. The two officers gave a

**I couldn't be prouder of the DESC team.
-- Connelly**

rundown of the current and upcoming fuel concerns in Afghanistan and what help they need from DESC to ensure they can provide quality support for their area of operations. After the tour, Connelly and company boarded another C-130 aircraft for

travel to Kuwait.

This customer visit was just what both DESC and CJTF-76 needed to ensure outstanding fuel support in the troubling upcoming months here in Afghanistan, according to Jennings. The additional storage capacities on the ground will help leverage the ongoing struggle of the 8-10 day treacherous supply lines from different countries coming into Afghanistan. The winter months with mostly dirt roads has continuously been a struggle in past years as truck re-supply is the only viable means of providing fuel support to the DFSPs. Add to that the Afghanistan elections and upcoming Muslim holidays and you can easily see the extremely hard work that DESC faces to ensure we get the right fuel to the right place at the right time!

"I couldn't be prouder of the DESC team," said Connelly.



Donnie Robinson, Connelly and Col. Dan Jennings take a break by a decorated fuel truck in Bagram, called a "jingle" truck.

Quality Operations Division Pushes to Improve Everyday

By Michael Purkey

Bulk Quality Operations Division

The Quality Operations Division is one of five divisions within the Bulk Commodity Business Unit. Our mission is to support all functional areas of the Defense Energy Support Center, both at the staff and field level, with quality assurance and operational and procedural policy issues.

We are a diverse group with varied backgrounds and experience. Most of us have had assignments as quality assurance representatives at refineries and Defense Fuel Support Points where we performed a wide variety of duties. Some have worked as inspectors or auditors in the commercial inspection industry. Our experience also crosses functional lines, giving us a broad knowledge of inventory, supply and transportation. This composite of experience ensures that DESC's best interests, as well as those of our customers, are protected throughout the procurement process.

The division, which currently comprises three branches, provides matrix support to the entire headquarters staff on matters of quality operations and policy. We provide expertise to the buyers, contract specialists and contracting officers as well as facilities specialists. We are an integral part of the procurement process, involved from the acquisition planning phase through award and post award.

The many initiatives and responsibilities of the division include: BQ developed and implemented the commodity specific policy for pre-award surveys, and we review all "no-award" recommendations at the request of the contracting officer.

Division program manager action officers coordinate on exceptions, deviations and waivers pertaining to operational quality aspects of energy contracts. The division is designated by DLA as the Customer Depot Complaint Focal Point. We developed the policy which implements the center's CDC program for reporting, receiving, investigating, and resolving Product Quality Deficiency Reports. The program is primarily intended to meet the focal point aspect of the DLA mandate but is also paramount in supplying quality metrics and supporting DESC's excellent results in customer satisfaction.

The division is responsible for developing and maintaining MIL-STD-3004, Department of Defense Standard Practice Quality Surveillance for Fuels, Lubricants and Related Products. In addition we develop all contract clauses (E clauses) that are related to quality assurance of energy products. If there are additional post-award quality assurance inspection requirements not otherwise covered by established policies and procedures, Quality Assurance Letters of Instruction are issued by the division.

To better understand the current mission of the division, perhaps a history lesson would be beneficial. The technical support aspect can be traced back to at least 1973 when we were

known as DFSC-T. At that time we were a separate directorate with two individual sections, TA and TB. DFSC's responsibility for quality was limited to quality assurance and quality surveillance overseas, with some exceptions such as Germany and Korea where the Army maintained the responsibility.

The Quality Directorate provided staff quality assurance guidance within DFSC as well as policy, specification and military technical office coordination.

In 1984, DFSC assumed quality surveillance responsibility within the continental United States, but quality assurance remained the responsibility of the Defense Contract Administration Services. It was in this timeframe that the Quality Directorate became known as DESC-Q with the two divisions being QA and QS.

In 1992, DCAS became the Defense Contract Management Command with responsibility for contract administration (for quality only) on overseas DFSC contracts. DFSC-Q continued to be responsible for pre-award quality policy. In 1996, with the reorganization of DFSC into commodity



Michael Purkey(back to camera), of the quality operations division of DESC's Bulk Fuels CBU, reviews a load rack with a contractor as part of a customer assistance visit to Redstone Arsenal, Ala.

business units the Directorate of Quality was dissolved. Part of the staff became a division of Bulk and the others were assigned to the Business Integration Center (BIC) as DFSC-IQ. In 1998, DESC senior leaders realized the importance of having a strong quality assurance presence. They relocated DESC-IQ to the Bulk CBU and combined them with BQ. In 2002 the Under Secretary of Defense Acquisition Technology & Logistics (USD(AT&L)), signed a memo giving DESC full contract administration responsibility.

The Quality Operations Division of today provides matrix support to the entire headquarters staff on matters of quality operations and policy. Additionally, we support our Missile Fuels CBU in San Antonio with a member of the staff assigned and collocated with them in Texas. We provide expertise to the buyers, contract specialists and contracting officers, as well as facilities special-

ists. We are actively involved in the procurement process from the acquisition planning phase through award and beyond.

Our subject matter experts are

routinely called upon to supplement our region QA staff. This support ranges from routine quality assurance of contractor loading operations to providing investigative support for systemic

quality problems at locations such as Eareckson Air Force Station, Alaska.

The Quality Operations Division has the responsibility of providing all petroleum commodity specific training for quality assurance specialists worldwide. We provide this service through a mixture of contractor-provided

classes as well as in-house instruction, using members of the staff at Fort Belvoir along with selected individuals from regional offices.

It is through the training, along with other personnel initiatives, that we strive to improve our customers' and suppliers' awareness of the capabilities and services that we can offer.

**“Create a structure in top management that will push every day for continuous quality improvement.” --
W. Edward Demming**

routinely called on to provide technical expertise. For instance, they assisted in a class provided to members of the Defense Criminal Investigative Service, DESC Counsel, and members of the Direct Delivery CBU conducted at Fort Lee. It familiarized them and better enabled them to conduct investigations into fraud waste and abuse issues.

In addition to our support to the staff at Fort Belvoir, our QARs are

DESC Leadership Development Program

What is it?

A proposed roadmap of critical skill sets needed to prepare one for advancement within DESC. It will be developed for multiple professional series and will include proposed job rotation opportunities within DESC, the Regions, and with DLA headquarters. The program will be targeted to develop new and current individuals.

What will it mean to you?

Will provide a roadmap of training, rotational experience, and skills sets the DESC leadership believes will be critical to future leaders

Will answer the informal feedback current managers hear about how to advance within the organization

Will provide a more comprehensive understanding of DESC, the Regions and the DLA Corporate Enterprise

How can you learn more or get involved?

A managerial working group of representatives from various series across the CBUs, Support Offices and Regions has been assembled. You can find additional information on e-Workplace under Leadership Development Program. Stay tuned to Town Halls for new information.

Quality Assurance Course Resumes

By Richard Iwanski
DESC-BQ

The Army's Petroleum and Water Department at Fort Lee, Va., hosted the Defense Energy Support Center's Petroleum Quality Assurance Course, Class 1-05, in July. It was the first time that the course, newly updated, was held in three years.

The course affords selected people an opportunity to learn how Quality Assurance and Quality Surveillance programs are applied to the purchase programs that procure bulk petroleum. QA and QS are paramount to the successful accomplishment of this process. The course involves lectures, conference and performance-based hands on training both in and out of the classroom.

The course is owned and taught by DESC, and under a memorandum of agreement the Fort Lee PWD hosted the course. The department provided facilities, helped with training in the laboratory module and provided state-of-the-art petroleum equipment.

DESC assumed responsibility for the course, known as J20, several years ago when the fuels quality assurance mission transferred from the Defense Contract Management Agency to DESC. While the course material was being revised, additional mission requirements occurred, primarily in support of the war

on terror.

Class 1-05 was the first time the course met since early 2002. "The war on terror took up a lot of our resources early on and continued to take a heavy toll for a long time," said Lee Oppenheim, chief of quality operations for DESC. "We were finally able to dedicate a person, Rick Iwanski, to update the material and make the logistical arrangements to put on the course. He and his team of Mike Young, Michael Purkey, Fred Lastra, and Scott Artrip, as well as Kizer Paulk of PWD, did a great job in a short period of time to make this happen."

DESC's Quality Operations Division graduated its first J20 class in three years July 29 at Fort Lee. Under the instruction of Young and Artrip, 20 students graduated after receiving 80 hours of commodity certification training in areas of petroleum refining; petroleum products analysis; government quality-assurance procedures; quality surveillance of Defense Logistic Agency-owned products and bulk petroleum procurement at various modes of transportation including pipelines railcars, tank trucks and tanker vessels.

"In May, we called in our subject matter experts and had a major technical review to bring all areas of the course up to date," Young said. "We pulled out all the stops to create a program of instruction that reflected the latest commercial practices in the petroleum industry."

Upon successful completion of this course, the students will be one step closer to performing petroleum acquisition functions; completing pre- and post-award surveys and executing petroleum quality surveillance of DLA-owned products with minimal supervision. This course is mandatory for DESC quality assurance people so they can perform duties for acquisition of bulk petroleum products. Although targeted for DESC employees, military and civilian, it is in high demand within the entire military petroleum community.

Student demographics reflected the DESC focus on supporting the war fighter. Almost half of the students were from military units deploying to the Middle East with the remainder primarily from various DESC regions worldwide. Also included were one Army instructor at Fort Lee, and one Marine from the Naval Operations Logistics Support Center.

The success of the course was due in large part to the support received from Fort Lee's PWD. I can't tell you how much we depended on the support we have from Fort Lee, particularly the PWD. They are first rate and a truly professional organization. We couldn't have done it without them. We could have taken this course anywhere we wanted to, but Fort Lee had everything we needed: facilities, equipment, location, and an absolutely great cadre of professionals to work with. It's the perfect place for this course.

The course translates into a more professional workforce. "The course certifies the graduate in bulk petroleum commodity and reduces the time necessary to qualify the candidate to work bulk fuels contract management....in gauging, sampling, testing and monitoring key processes on



An instructor demonstrates proper procedures for a distillation test. A manual distillation apparatus appears in the background.



Students in the July Petroleum Quality Assurance Course, Class 1-05, the first session of the course to be taught in three years, await their turn to conduct a distillation test on a petroleum product. They are in the Seaman Petroleum Laboratory at Fort Lee, Va. (Photos by Richard Iwanski.)

ships, pipelines, railcars and tank trucks,” said Bill Brinning, quality manager for DESC Pacific. “It is an overall labor enhancer. Having achieved graduate status, the QARs can know where to find information and make timely, informed decisions on their own for what was previously a formidable task for them or a task involving higher-level consultation.”

Craney Island Excels During Environmental Inspection

By Bill Campbell
Deputy Director FISC Norfolk Fuel Dept.

In April, the Defense Supply Point Craney Island successfully underwent a formal inspection. The Virginia Department of Environmental Quality Aboveground Storage Tank Program conducted the inspection.

Virginia is one of several states that have a secondary level of regulation for bulk fuel facilities, in addition to the requirements established by the U.S. Environmental Protection Agency. Craney Island is the Navy’s largest bulk fuel facility and the largest terminal in the Tidewater area. The facility stores more than 35 million gallons of F76 and 38 million gallons of JP5.

Craney Island’s customers include Navy ships assigned to the 2nd Fleet, Coast Guard ships in the Hampton Roads area, foreign ships, Naval Air Stations Oceana and Patuxent River, the Coast Guard Air Station Elizabeth City and Defense Department activities in the Mid-Atlantic Region. Craney Island’s annual throughput is 273 million gallons.

Following the inception of the state above ground storage tank regulations in 1998, Craney Island established an aggressive compliance program to meet the VDEQ pollution prevention standards. The program elements include registering

storage tanks, maintaining strict inventory control, conducting internal and external integrity tests, certifying secondary containment structures, and implementing safe fill and shut down procedures. Pressure testing transfer pipelines, maintaining cathodic protection systems, instituting a training program for operators, maintaining a groundwater characterization and leak detection program, and implementing a facility response plan are also elements of the program.

This was the first formal VDEQ inspection of Craney Island, and the inspector spent the day reviewing records, procedures and reports, as well as visually inspecting tanks. The inspector complimented the programs and procedures in place, and he concluded DFSP Craney Island meets, and in most cases exceeds, all the pollution prevention requirements. He said Craney Island maintains one of the region’s most impressive compliance postures.

This was another successful team effort by the Craney Island government staff, the Navy regional environmental department, and the government owned/contractor operated operator. It exemplifies their stellar environmental stewardship.

Chemists Assist Customer through 25 Visits in Four Years

By David Pamplin
Bulk Fuels Commodity Business
Unit

When fuel specialists visited eighteen military installations in 2000 and 2001, fifteen bases had something in common: they had problems with gelatinous or discolored liquid material in their jet fuel filtering devices. That material earned the nickname "Apple Jelly" because of its appearance. DESC Bulk Fuels CBU's Product Technology and Standardization Division sponsored investigative visits.

When a fuel chemist visited seven military installations in 2001-2003, it was to verify successful trial use of a less-expensive commercial automotive diesel fuel instead of federal specification diesel fuel. These visits were also carried out by Product Technology and Standardization Division people in support of the Standard Commercial Diesel initiative.

What does an Air Force Reserve environmental chemist have in common with a retired Army warrant officer, a former Navy laboratory supervisory chemist, a former pharmaceutical industry employee, two former refinery industry employees, a pre-med graduate from the University of Virginia, a PhD graduate of the University of Peking, and a former chemical weapons specialist? All nine are chemists in the Bulk Fuels CBU. Together they constitute DESC's headquarters resource for assessing the physical and chemical properties of Defense Department-procured fuels, propellants, and lubricants – and for

recommending changes to limits, when appropriate.

DESC's chemists work closely with contracting personnel to establish enforceable performance requirements in DESC contracts. When these performance requirements are relaxed during the course of the contract, the chemists assist in identifying the dollar value of the reduction in contractor's level of effort.

Two Apple Jelly investigation findings were that this contaminant could be eliminated by removing water from military specification jet fuel or by removing the anti-freeze additive known as Fuel System Icing Inhibitor, or FSII, from the fuel. In order to identify the scope of the water problem, DESC imposed a water testing requirement. When refiners began reporting the water content of each JP8 fuel batch, the information was published in DESC's Petroleum Quality Information System Annual Report. This useful report was distributed in June to suppliers, customers, jet engine manufacturers, pipeline operators, NATO allies and other interested parties.

On the FSII side of the Apple Jelly issue, the Navy recently reduced the concentration of FSII added to Navy jet fuel. The Product Technology and Standardization Division personnel quantified the reduction in level of effort realized by the specification change and worked with contracting personnel to identify actual contract savings connected with the change.

In addition to customer facilities visits, the chemists participate in fuel standard-setting industry and governmental organization meetings where fuel performance requirements are established. Recently, intensive standard-setting efforts have been focused on alternative fuels.

What alternative fuel is delivered to more than 100 U.S. locations by 32 DESC contracted suppliers? It is "Biodiesel." As of July, DESC suppliers deliver more than half a million gallons per month of biodiesel to the military services. The product performance requirement for this blend of 20 percent bio-derived components with 80 percent conventional diesel was established and refined by DESC chemists inspired by the Energy Policy Act of 1992. That inspiration and the entire organization's efforts paid off in June 2003 when DESC received the prestigious White House "Closing the Circle" award for environmental stewardship.

PQIS 2004

Petroleum Quality Information System

This graphic is the cover of the 2004 Petroleum Quality Information System report.

P5 . JP8 JA1 . F76 . F34 . JP5 . JP8 . JA1 . F76 . F34

Teamwork Vision Re-Energized

By Sheryl Miglio
Program Management Analyst

Workforce development teams are made not born. In early spring, DESC Director Richard Connelly, identified “Team Dynamics” training for all Fort Belvoir DESC employees. Training sessions began at the Fort Belvoir Community Club in early July. The purpose of this latest workforce development emphasis was to build a workplace community where each and every employee can grow, share and dream the vision of the organization.

Put simply, teamwork makes a dream work. How individuals talk to each other and how groups interact with one another builds trust. In order to achieve trust, employees need to feel valued. Value comes with self esteem. Self esteem comes from influence up and down the chain of communication within the organization. Trust always helps to make the dream work. Also, trust comes if and when information is shared across teams, not just inside teams. These ideas and principles are all part of “Team Dynamics” sessions – and more! “Team Dynamics” training even covered communication techniques, leadership styles, listening tips and problem solving.

After this first round of training, DESC has an opportunity to open hearts and minds to reaching a higher degree of purpose and sense of involvement in the mission of the organization. DESC team building training will continue at the Ft. Belvoir Community Club until all local employees, both military and civilian, complete the two-day course.

Upon entering the training room in August, trainees and visitors alike were surrounded by sights and sounds of teamwork at different stages of development. Clear goals and objectives were identified by Gregg Gregory, the instructor/facilitator. In fact, many challenging “real world” team-building problems were solved by the participants. More importantly, each session brought together four dynamic DESC teams to plan, listen, trust, and share the realities of team-building. Purpose and vision seemed to take on new energy and meaning as one team at a time scored team points.

Why Team Dynamics Training Now?

DESC Training Vision – To skillfully plan, manage and implement training program improvements.

Team Dynamics is designed for everyone willing to make a contribution to the overall wellness of the whole organization. The DESC community needs everyone to listen and to grow. Clearly, timing, purpose and commitment up and down the chain of command all help to make “Team Dynamics” the right thing to do right now! The DESC Workforce Development Team staff is posturing itself to identify, deliver and sustain first-class employee career development. The anti-

pated benefit is a more systematic approach to processes, learning and personal growth. All future office goals and objectives will mirror the 2002-2007 Defense Logistics Agency Strategic Plan and Balanced Scorecard framework. Workforce Development staff recommendations regarding future DESC wide training programs include the following:

- E-Workplace –Learning Management System User Training – fiscal 2006
- Guide trainee and supervisor to overcome barriers to “transfer of training” on-the-job
- Support effective training delivery and learning methods that motivate and trigger immediate rewards such as achievement, recognition and career growth

According to a 1990 American Society for Training and Development study designed to collect data on how training is structured, managed, budgeted and integrated with organizational strategy, decisions to expand or curtail training opportunities and funding are dependent on the following criteria:

1. Expertise – Is the training need highly specialized?
2. Timeliness - Does the training staff have the time to develop and deliver the need?
3. Demand – Is the audience large enough for the investment? One-time in-house training has little return on investment.
4. Sensitivity of the mission – What resources are available or will become available to deliver in-house training for a sensitive training mission?
5. Cost – Should this be a secondary consideration to other criteria? The answer is “it depends.”



Participants tally points in August team dynamics training. Photo by Sheryl Miglio.

6. Local needs and resources –the training office size, expertise, budget or time-line suitable to meet the need?

And You Thought YOUR Taxes Were Complicated...

Aviation Fuel Tax Changes Pose Challenge for Government, Industry

**By Dani Irvine and
Louise Hansen
DESC Office of Counsel**

Benjamin Franklin once wrote, “Nothing in life is certain, except death and taxes.” One more thing seems to be certain as well – nothing involving taxes will ever be simple. The aviation fuel

industry is currently discovering this first hand, as it tries to implement the aviation fuel tax changes recently enacted by Congress.

The Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) was enacted on Aug. 10 with an effective date of October 1. Included in the Act were provisions revising the way in which federal excise taxes are applied to aviation jet fuel. These changes were intended to discourage operators of highway vehicles from using jet fuel in place of diesel fuel, since jet fuel used for aviation is taxed at a substantially lower rate than diesel fuel.

Previously, federal excise tax law provided for a separate aviation grade kerosene (jet fuel) rate of .218¢ per gallon. All other kerosene was taxed at .243¢ per gallon. Under the new law, all purchases of kerosene, including jet fuel, are now taxed at the higher .243¢ per gallon rate, except in certain limited

circumstances involving “bulk” transfers. If the fuel is ultimately used for taxable non-commercial aviation, then the tax rate is, in effect, reduced to .218¢ per gallon and the ultimate vendor of the fuel can file for a refund of the .025¢ per gallon difference. If the fuel is sold to an exempt user (such as a military aircraft, air ambulance, or charitable organization)

the ultimate vendor of the fuel can file for a refund of the entire .243¢ per gallon.

One of the primary concerns for the aviation fuel industry is the fact that only the “registered ultimate vendor” can obtain a refund of the difference between

the full kerosene tax rate and what is actually owed based upon the end use of the fuel. What this means is that each person in the supply chain pays the tax and then recovers it from their customer. However, when the ultimate vendor (e.g. the fixed base operator at the airport) sells the fuel to the actual consumer, they will only be passing on the non-refundable portion of the tax because the consumer cannot obtain a refund. Therefore, the

fixed base operator, frequently a small business, must “float” the tax until it is able to obtain a refund from the IRS.

This results in a substantial change to DESC’s domestic business practices as well. Since DESC contracts for both military and civilian activities, there may be both exempt and non-exempt deliveries under the same contract. Previously, DESC paid the excise tax to the vendor and then obtained a refund for the exempt sales to military aircraft as the “ultimate purchaser.” However, since only the “ultimate vendor” can now obtain the refund, DESC’s contracts must provide that sales to military aircraft bear no excise taxes, while sales to civilian aircraft are charged the lower non-commercial aviation rate of .218¢ per gallon.

As everyone scrambles to implement these changes, The National Air Transportation Association reports that certain members of Congress, the Federal Aviation Administration, and several national aviation associations issued letters to Treasury Department Secretary Snow asking that the new IRS rules

implementing these changes be suspended to permit Government and industry alike to explore alternative, less burdensome approaches to the fuel fraud issue.

“Nothing in life is certain, except death and taxes.”

“ – nothing involving taxes will ever be simple.”

Real Afghanistan Fuel Pipeline Unusual and Unpredictable

Capt. Nick J. Dyson
Operations Chief, Defense Energy Support
Center--Middle East

At our larger stateside military installations, fuel resupply is generally accomplished by pipeline receipt. It's a relatively easy task: the order is placed, barrels are shipped, and fuel is received in a fairly predictable timeframe. But, for the frontline warfighters in Afghanistan, fuel resupply is anything but predictable.

A very large portion of Operation Enduring Freedom's mission is supported by Bagram Air Base in northern Afghanistan and Kandahar Air Base in the southern area. With petroleum pipelines virtually nonexistent in this part of the region, the only method available to resupply our customers is by tanker truck. It may sound like a simple process, but nothing comes easy in this part of the world.

Working in close coordination with Defense Energy Support Center contracting officers back in Virginia, DESC-Middle East currently oversees four separate contracts with trucking companies to provide fuel to our forces in Afghanistan. Trucks are loaded from any one of four refineries in Pakistan under the watchful eyes of DESC-contracted quality personnel. Once the DD Form 250s have been completed and the trucks are sealed, the fuel truck drivers begin their long and vulnerable journey to discharge locations throughout Afghanistan, with the average trip taking anywhere from 5-8 days.

On any given day, there are more than 300 trucks, carrying approximately three million gallons of fuel, enroute to military locations downrange. Along the way, drivers contend with unofficial "toll fees,"

improvised explosive devices, small arms fire, rocket propelled grenades, unruly warlords (who are also fond of petroleum products), lengthy traffic jams, impassable roadways (insert "goat trails" for roadways here and you get the picture), sand storms during summer months and snow fall in the winter, threats on their lives from the Taliban for supporting American forces, and finally equipment breakdowns. Loading the trucks and getting them on the road is actually the *easy* part in this whole process. Ensuring they get to their final destinations in a timely manner is the real challenge.



Incidents such as this are not uncommon along the routes into Afghanistan. (Photo by Capt. Denny Bowers, DESC LNO-AF)

Conducting business in this region requires sound logistical planning and execution. At the forefront of

this combined effort are the DESC-ME office, the Defense Logistics Agency Contingency Support Team-Afghanistan members, and the DESC Liaison Officer-Afghanistan. Working closely with U.S. Embassy representatives and local Minister of Finance personnel in Afghanistan and Pakistan, executing fuel deliveries often requires a fine balancing act between politics, military intervention, and just plain luck.

Another key component in this effort is our NATO allies in the International Security Assistance Forces organization. By inserting regular patrols along key routes in Afghanistan, ISAF teams have been instrumental in ensuring secure passage through previous points of serious concern.

Each new day presents a new challenge, but with the right people in the right place, the fuel manages to find its way to intended destinations and the "real Afghanistan fuel pipeline" continues to support our military personnel on the front lines of Operation Enduring Freedom.



Pakistan fuel trucks awaiting download at Bagram Air Base, Afghanistan in August. (Photo by Capt. Nick Dyson)

Customer Relationship Management helps DESC Focus on the Customer

By Karee Huggins
Customer Support Office

The Defense Energy Support Center has joined with other Defense Logistics Agency organizations to improve the center's already-outstanding customer relations through the Customer Relationship Management program.

CRM is one aspect of the total transformational effort that the Defense Logistics Agency has adopted. It is the effort that provides the tools necessary to stay abreast of market trends and how they affect DESC customers. CRM is simply a combination of strategies, processes and tools which will ultimately give DESC the needed agility to meet the challenges we face every day in our business environment. From Combatant Commanders to Service Control Points to warfighting units, the sheer nature of our business is always evolving, and it is CRM that will continually promote a single face to the customer, a loyal point of service and a known trusted energy provider.

For more than 60 years, DESC has been providing energy products and services to military and civilian agencies. DESC is known throughout the organization for satisfying customers and consistently providing quality product to the right place at the right time.

So, what is it that CRM can do for you? Kelly Morris, director of DESC's Customer Support Office, sums it up well by saying, "CRM helps us put a little structure to the activities we are *already* doing in order to gain visibility, share our knowledge, and conduct business in a better way to more effectively support our customers."

When thought of from a larger perspective, CRM is the finishing piece of the puzzle, the capstone, for DESC and for DLA. As DESC continues to set the organizational precedent with regard to the Balanced

Scorecard initiative and embarks on the technological improvements associated with BSM Energy, CRM will provide both the strategy and the tools to connect internal initiatives. Where CRM differs from traditional organizationally-driven initiatives is that it has an inherent element of flexibility.

CRM can be tailored to meet the needs of each unique field activity in DLA, including DESC, while still maintaining consistent, repeatable processes. The DESC leadership is committed to employing the processes and tools that CRM offers to make the business more effective and efficient, and to better meet the readiness needs of the warfighter. "We are going to capitalize on this opportunity to share information across the enterprise and across DESC commodity business units, to promote our products and services to our customers,

and to educate them on what DESC can provide," said DESC Director Richard Connelly.

DESC is participating in CRM and transforming into a customer-centric organization. The center is currently participating in four of the seven accounts currently part of the CRM concept demonstration, Account Management Concept Demonstration, as well as, greatly contributing to the Marketing and Opportunity Management Concept Demonstrations. DLA-wide, fifty marketing

campaigns have been identified and opportunities worth approximately \$276 million are in the sales pipeline during the concept demonstration.

Within DESC, we have more than 35 participants fully engaged in CRM efforts representing us in sales management. This consists of opportunity management and account management, marketing, service, segmentation, enterprise customer master, analytics, and testing. With the DESC CRM team, participants have provided invaluable feedback to the DLA team. Recently we have been involved in several notable advances. Our participants have developed a clearer definition for opportunities within DESC.

Opportunities are those new, customer-focused actions that have a potential to : Represent new business or new business requirements, maintain or improve customer readiness, optimize the energy supply chain to a customer or group of customers to increase efficiency or reduce costs.

Recent/current DESC Opportunities:

- CNI Fuel Operations
- SEA Card
- Optimization Projects
- Storage Contracts
- Robins AFB Carbon Dioxide Requirements
- Coast Guard Fuel Purchasing
- Helium Requirements in Iraq

With a formal understanding of what constitutes an opportunity within DESC, several additional sales and readiness opportunities have been identified in all commodity business units and regions in DESC.

In the area of account management, a new account was just introduced after Hurricanes Katrina and Rita struck the Gulf Coast: the Federal Emergency Management Agency. DESC CBUs have jumped at the opportunity to participate in this Enterprise-wide account. Col. Keith Stedman, DESC director of operations, volunteered to represent DESC as the account manager for FEMA, and we have more than ten account representatives slated to work with him to manage all of FEMA's interactions with DESC.

The DESC team is actively involved in CRM. We are talking to customers, listening to their needs, and providing what is necessary to transform the business of providing energy into a more effective, agile, and customer-oriented organization. Customer Relationship Management is no longer just for private sector companies, and complacency is no longer associated with governmental organizations. DESC realizes that in an effort to ensure readiness, we too must be ready for any competitive environment, whether here or overseas, whether a product is mandated or non-mandated, and whether a customer is military or civilian. CRM will help keep DESC in ship shape to stay

DESC is participating in the following accounts:

- 18th Airborne & Fort Bragg
- 19th TSC, Korea
- ALC Oklahoma City
- IMA Southwest Region
- FEMA

focused on the most important aspect of their mission, the customer.

Recent/current DESC Marketing Efforts

- Petro 2005
- DLA Expo
- Joint Propulsion Conference
- IMA Southwest Conference
- World Wide Energy Conference
- POL Conferences
- National Guard Conferences

Joint Meritorious Unit Award Recognizes DESC & DLA

Where were you from August 1, 2002 through January 31, 2005? If you were assigned to DESC, or elsewhere in the Defense Logistics Agency, for 30 days or more during that period, you are eligible to wear the Joint Meritorious Unit Award. Those eligible include civilians, nonappropriated fund civilians, active duty military and reservists.

On Aug. 15, the Secretary of Defense awarded the JMUA to DLA for the 30-month period.

The citation read in part:

"Faced with the highest demand for goods and services in more than 20 years, DLA provided record levels of logistical support for joint and combined war fighting, operational exercises, peacekeeping, humanitarian operations, and emergency relief efforts for the U.S. Armed Forces and civilian agencies. DLA's forward presence was pivotal throughout Operations ENDURING FREEDOM and IRAQI FREEDOM, providing direct support to the war fighter in the theater through its support command and detachments. DLA executed over 8,200 contracts and processed over 54,000 requisitions daily, equipping the Military Services with food, fuel, clothing, medical supplies, and construction material, as well as more than 95 percent of needed repair parts."

"I'm proud of your dedication," said Director Richard Connelly. "The DESC team continues to meet every challenge thrown our way."

Said DLA Director Vice Adm. Keith Lippert, "The award recognizes the hard work you do on a daily basis and the significant contributions DLA makes to DoD."

Small Business Office SOARs to Educate Companies on Subcontracting

By Gregory Thevenin
Small Business Specialist

The Defense Energy Support Center's Small Business Office has better educated large contractors and DESC staff about subcontract plans and enhanced its bond with the Small Business Administration this year – all by resuming hands-on management of subcontracting plans and refocusing its efforts on educating through subcontracting orientation and assistance reviews, or SOARs.

In October 2003, the Defense Contracting Management Agency relinquished the responsibility for subcontracting plan management, and administration of DLA contracts. The DESC Small Business Office assumed this responsibility for DESC contracts. This meant the DESC SBO assumed primary subcontracting program administration for contracts to more than 70 companies in 27 states, Guam and Puerto Rico. The SBO was not adequately staffed for the increased workload.

Director of Small Business Kathy Williams did some quick thinking and took quick action to meet the challenge. As a result in July 2004, Williams contracted out the newly inherited function to Exceed Corporation, a small disadvantaged business based in Prince Georges County, Maryland, until she was able to sufficiently staff her office and stand up a fully functional program.

What is a subcontracting plan? A subcontracting plan is a document setting forth how a large contractor will provide small businesses with opportunities, to participate in the performance of a federal contract or subcontract. Small businesses include Small Disadvantaged Business, Women – Owned Small Business, Veteran-Owned Small Business, Service-Disabled Veteran-Owned Small Business, and Historically Underutilized Business Zone (HUBZone) Small Business concerns. Subcontracting plans are required from all large (Other than Small Business) contractors that are awarded Federal contracts or subcontracts for goods and services exceeding \$500 thousand or for contracts exceeding \$1 million for construction of a public facility. The subcontracting plan is a material part of a qualifying contract as well as the overview to a contractor's subcontracting program capabilities and the mechanism for evaluating performance and determining good

faith effort through periodic SF 294 and/or SF 295 reports and program reviews

In the acquisition cycle, the subcontracting plan should not be an afterthought (See FAR Part 19). A Subcontracting Plan is not just a certification supporting a proposal; it represents the OTSB contractor's subcontracting and/or socio-economic program and as such represents verifiable data and a functioning program.

Responsibilities associated with administration of the plans include ensuring that all OTSB's with DESC contracts requiring subcontracting plans have a subcontracting program in place; conducting numerous different types of reviews to include compliance reviews, SOARs, performance reviews, and follow-up reviews; training,

business development, outreach, and general assistance such as how to do business with the Federal Government. In January 2005, the SBO directed Exceed Corporation to begin conducting compliance reviews of all OTSB with DESC contracts with subcontracting

plans. The SBO quickly came to the realization that many of the companies were not prepared for compliance reviews when the first three companies reviewed received unacceptable ratings.

The SBO decided to change their course of action by dedicating the first year to educating, and preparing OTSB's for compliance reviews by conducting SOARs and Roundtables. SOARs are informational reviews intended to help identify weaknesses and prepare a company for a formal compliance review. Roundtables are meetings where the company would come to DESC to meet with members of the SBO and contracting personnel to discuss topics such as subcontracting and doing business with the center.

Roundtable discussions also covered the development of the new Subcontracting Plan Management System (SPMS), an electronic system that will allow OTSBs to prepare and submit their DESC subcontracting plans electronically.

This system will allow visibility to all interested parties including contract specialists, contracting officers, and small business specialists. This approach has proven beneficial for both DESC and its contractors.

"We've learned several important lessons by conducting SOARs," said Williams. "The most important

We're confident our efforts will pay off in the form of outstanding contractors that support American small business concerns.

-- Williams

lesson is DESC is not doing an adequate job educating our OTSBs on the concept of subcontracting.”

The SOARs have also provided an opportunity to develop a very strong bond with the SBA, allowed the OTSBs to get a better understanding of what is expected of them, and allowed SBO personnel to become more familiar with the program. Since changing focus this year, the SBO has conducted SOARs of roughly 95 percent of all DESC contractors with subcontracting plans.

Williams is looking forward to the implementation of SPMS because it will introduce numerous functionalities that will make maintaining, accessing, and managing subcontracting plans and historical data easier. Once fully functional, SPMS will be able to interface with other electronic systems like the SBA’s Electronic Subcontracting Reporting System, a web-based electronic reporting system that will

capture and maintain subcontracting reports (SF-294 & SF-295) and performance history.

What’s next? The SBO is working with David Herrick to develop a small business refresher course which will focus on subcontracting. The course will be mandatory for all DESC buyers. In fiscal year ’06, we will focus on conducting compliance reviews and developing the Socio-Economic Plan program identified in FAR 15.3.

“We’re confident our efforts will pay off in the form of outstanding contractors that support American small business concerns,” said Williams. “Strong small business participation will strengthen the economy and provide outstanding support to the warfighter. And, it will aid DESC in our continuing pursuit to provide the Department of Defense and other government agencies with comprehensive energy solutions in the most effective and economical manner possible.”

Blue Butterfly Exhibit Highlights DESC Conservation Cooperation

**By Thomas Peske
DLA Public Affairs**

The Defense Logistics Agency and Defense Energy Support Center participated in the White House Conference on Cooperative Conservation in St. Louis, Mo., Aug. 29-31, with an exhibit on the conservation of the Palos Verdes blue butterfly.

The butterfly is an endangered species which lives on a Defense Fuel Support Point in San Pedro, Calif. DESC has been working with DLA and conservation agencies to protect the butterfly and help it multiply.

The conference was designed to provide a forum for a diverse group of leaders to exchange information. Convened by the White House Council on Environmental Quality, a key benefit of the conference was the opportunity for attendees to learn innovative and effective approaches to promoting cooperative conservation from their peers.

“This is a good conference for us because it helps show we are not alone in the conservation efforts and approaches we use,” said Jan Reitman, DLA director of environment, safety and occupational health. “Other communities are using the process and resources to accomplish their conservation efforts. We are coming away with a lot of lessons learned.”

Reitman said another benefit of the conference is the visibility the project is receiving from colleagues and leadership about DESC’s work to save the blue butterfly. Deputy Undersecretary of Defense for Installations and Environment Philip W. Grone said the Palos Verdes blue butterfly project was setting the standard for cooperative work between the government and civilian organizations. He said,

“Your project is on the cutting edge of how partnerships should be.”

The project to save the Palos Verdes blue butterfly has enlisted the support of DLA; the Palos Verdes Peninsula Land Conservancy; Urban Wildlands Group; University of California at Riverside and Los Angeles; San Diego State University’s Soil Ecology Restoration Group; U.S. Fish and Wildlife Service; and Naval Engineering Facilities Command, Southwest.

The Palos Verdes blue butterfly, federally listed as endangered in 1980, had been last observed in the city of Rancho Palos Verdes in the early 1980s and was presumed by many experts to be extinct. In March 1994, the butterfly was rediscovered at Defense Fuel Support Point San Pedro. By 1997, the butterfly population had increased to about 500 as a result of DESC’s conservation measures.

The three-day White House Conference on Cooperative Conservation is launching a new conservation dialogue and philosophy for the 21st century that builds upon the legacy of a much similar convocation of leaders by President Theodore Roosevelt at the start of the last century. President Bush signed Executive Order 13352 on Aug. 26, 2004, which directs the Departments of the Interior, Agriculture, Commerce, Defense and Environmental Protection Agency to implement laws relating to the environment and natural resources in a manner that promotes cooperative conservation, with an emphasis on local inclusion.

Butterfly photo by Maj. Jason Pike

The Big Picture



Defense Logistics Agency assists earthquake relief

By Hillary Lerner
DLA Public Affairs

"In the event of any natural disaster, the Defense Logistics Agency will assist the Department of Defense in providing commodities to those affected by the crisis," said Col. Eric Smith, DLA Logistics Operations Center director. As DLOC director, Smith led DLA efforts to provide relief to Hurricanes Katrina and Rita victims, and in October, earthquake recovery.

The DLOC geared up to begin support after learning of the 7.6-magnitude earthquake that shook South Asia Oct. 8. For weeks afterward, Smith and his team worked long hours to ensure DLA efforts were coordinated.

As of Oct. 19, the Agency had 28 personnel deployed to the area. The staff was spread among U.S. Central Command Deployment Distribution Operations Center, DLA Contingency Support Teams in Kuwait and Afghanistan and DLA Central.

DLA provided subsistence, parts, fuels and other commodities to U.S. troops supporting the relief effort and reutilized material to the Coalition Forces Land Component Command for transfer to the earthquake victims. DLA participated in the effort by not only purchasing items for use by troops, but also assisting Central Command forces to identify and ship excess materials to the Pakistani government.

DLA shipped subsistence to the victims as well as the military units participating in the relief efforts. As of Oct. 19, 14,976 meals, ready to eat had been sent to the area for the troops as well as 5,400 bottles of water. More than 101,000 individual, pre-packaged Halal meals had been shipped from Coalition Forces Land Component Command stocks for victims of the quake.

Because many in the area impacted are Muslim, Halal

meals include food specially prepared to meet their needs.

According to the dictionary, these meals may include "meat that has been slaughtered in the manner prescribed by the shari'a."

Several other requirements were fulfilled including insect nets, bed nets and aviation consumables. DLA also received a new requisition for tents and fulfilled needs for parts.

Defense Reutilization and Marketing Service provided 1,280 blankets, 1,052 cots and 1,491 tents to CFLCC for shipment to the region, as of Oct. 19. In addition, close to 4,000 Class IX parts had been ordered to support the effort.

As of Oct. 19, no medical supplies had been provided from DLA stock.



The faces of two Iranian women reflect the toll the Oct. 8 earthquake's devastation took on people in Southeast Asia. DESC and field activities across DLA provided support for relief efforts.

The Defense Energy Support Center stood ready to provide fuel to the area. DESC has into-plane contracts in Peshwar and Islamabad to provide fuel for strategic airlifts. Currently, there are nine locations in Pakistan that accept the multi-service card for fuel support. As of Dec. 20, DESC had provided within Pakistan 580,000 gallons of JP8, valued at \$1.2 million.

As the DLOC coordinated the earthquake relief efforts, the center simultaneously monitored the Guatemalan hurricane clean-up. There had been no support requirements for the Agency to fill as of mid-

October, but DLOC personnel continued to work with the Defense Department to ensure any requirements were fulfilled.

"We will continue to partner closely with the department to coordinate DLA's efforts with those of the department to more effectively get commodities to those who need them the most," Smith said.

One indicator of DESC support to earthquake relief:

As of Dec. 20, DESC had provided within Pakistan 580,000 gallons of JP8 valued at \$1.2 million.

Guard Airmen create nozzle to refuel evacuation efforts

by 1st Lt. Ramsey S. Hammad
147th Fighter Wing Public Affairs

ELLINGTON FIELD, Texas (AFPN) — Two Texas Air National Guard Airmen created a custom-made fuel truck nozzle allowing 100 stranded buses to return to evacuation support efforts in Beaumont, Texas, Sept. 23.

Master Sgt. Lynn Bailey, 147th Fighter Wing fuels shop superintendent, and Staff Sgt. Vic Taylor, 147th FW refueling mechanic, created the custom nozzle after two 5,000-gallon fuel trucks from the Texas Army National Guard arrived to refuel the busses but could not because they lacked the proper refueling nozzle.

The two Airmen devised the custom-made nozzle from various old refueling parts found in and around their shop.

“It was really tough to find all of the parts, but I knew I had to find a way to help,” said Sergeant Bailey.

With the special nozzle completed, Sergeant Bailey climbed into his fuel truck and delivered the nozzle personally. Sergeant Bailey then assisted in the refueling efforts of the stranded buses.

“I was awake for 26 hours,” Sergeant Bailey said. “But, I knew the importance of what had to be done.”

The refueling mission in Beaumont was part of a Texas National Guard hurricane relief support program. Overall, the Guard refueled 260 buses being used for medical and civilian transport in Beaumont and Houston with more than 25,000 gallons of fuel.



A custom fuel truck nozzle developed by two Texas Air National Guardsmen after they discovered Army nozzles were not compatible with hurricane evacuation busses.

Guard NCOs train at FISC

Steve Frey, FISC San Diego Fuel
Director

The 165th Quartermaster Battalion out of the Louisiana Army National Guard sent three of their non-commissioned officers to the Fuel Laboratory at Fleet and Industrial Supply Center's Point Loma site for training. They spent two weeks in June training to brush up on fuel laboratory quality assurance skills in the event the battalion was activated for duty.

Due to limited budgets, they were having difficulty finding a laboratory that would host them. The battalion



Ophelia Acain, Sgt. Sapatra Arkansas, Digna Feria, Sgt. Cowana Roberson and Sgt. Terry Hicks pose during a June training session at Fleet and Industrial Center Point Loma.

commander and technicians were very grateful to FISC San Diego for being afforded the opportunity to train at Point Loma, use the equipment and learn new technology in an operational setting that otherwise would not have been available to them.

Sgt. Terry Hicks, Sgt. Sapatra Arkansas and Sgt. Cowana Roberson were very complimentary of the laboratory staff, saying, “Ms. Digna Feria and Ms. Ophelia Acain have shared not only their knowledge and kindness but, most of all, their patience with each one of us. They walked us through each test allowing us to become proficient on each and every series of tests we performed.”

In conjunction with the training, the technicians were allowed to run ASTM testing procedures on actual samples and to have their work verified for accuracy by FISC San Diego chemist Feria and physical science technician Acain.

The National Guard members' closing remarks to the fuel team were, “Thank you for the generosity shown to us and for allowing us to participate in your day-to-day operations while having the opportunity to utilize the knowledge of your staff and laboratory as a valuable learning tool. We can now go back to our unit and share the knowledge gained with the rest of the unit.”

Transformation Roadmap Launched

By **Hillary Lerner**
DLA Public Affairs

The Defense Logistics Agency Transformation Roadmap was released in October to all employees. The roadmap outlines the 13 transformational programs and initiatives revolutionizing the way DLA conducts business.

“The Transformation Roadmap captures, in a single, easily-readable document, all the great things that are going on around the Agency to change the business model,” said Allan Banghart, director of Enterprise Transformation.

The roadmap, available in both hard copy and electronically, provides an overview of each program and its milestones through full operational capability. In his foreword to the roadmap, DLA Director Vice Adm. Keith Lippert comments, “No single program is transformational by itself ... delivery of all of the programs is necessary to lay the foundation from which we can achieve the full realization of transformation.”

The roadmap puts the programs into context as they relate to each other: the DLA Strategic Plan, the Department of Defense transformational vision and, ultimately, the President’s Management Agenda. Additionally, each of the programs has been linked to one or more of the four goals in the Agency’s Strategic Plan.

Beyond its importance in supporting the Agency’s Strategic Plan, it also advances DLA’s contribution to the larger defense strategy, including “continuous transformation.” That strategy states that as a department, “We will continually adapt how we approach and confront challenges, conduct business and work with others.”

The roadmap addresses both DLA and department objectives to ensure DLA is transforming to meet the challenges of supporting the current and future needs of

the war fighter.

According to Banghart, the roadmap is relevant to each employee because the transformation will improve essentially every element of the business model. “We are modernizing every part of the business model from the point where we touch the customer, all the way back through the supply chain,” he said.

Banghart encouraged all employees to review the roadmap to gain a greater understanding of their evolving roles within the organization. The roadmap gives “every employee the opportunity to look at the Agency from a strategic, long-term perspective,” he said.

He also emphasized the importance of every DLA employee in making the

the resources to do the transformation.”

The roadmap features the following programs and initiatives that will enable DLA to transform to meet tomorrow’s challenges:

Customer Relationship Management is based on improving the relationships DLA has with its customers. The initiative will bring a more systematic, focused approach to customer interaction across all of DLA. It will help the organization to become a more customer-focused organization and provides goals to build a customer-centric culture, improve customer retention, assist with market expansion, create brand loyalty and reduce cost to serve.

Supplier Relationship Management is intended to facilitate building two-way relationships with key suppliers as a way to evaluate and manage supplier capability and jointly solve problems. The program encourages tailored relationships with key vendors.

Business Systems Modernization is a program to replace the Agency’s 1960-vintage materiel management systems with commercial-off-the-shelf software. It is a major re-engineering effort that crosses all of the agency’s supply chains to provide greatly improved end-to-end materiel, financial and procurement management.

Business Systems Modernization Energy is an information management system that supports DLA’s current and expanding energy mission with

timely and accurate information for decision making. The system responds to the need to have hardware and software to manage wholesale fuel sales and retail level stocks throughout the department.

Distribution Planning and Management System will improve the coordination, visibility and precise stock position for movement of products. A

“The Transformation Roadmap captures, in a single, easily-readable document, all the great things that are going on around the Agency to change the business model.”

-- Banghart

execution of the Transformation Roadmap possible. The partnership between employees working in legacy programs and those driving transformation allows the Agency to continue to meet its mission while strategically moving ahead. He noted that the exceptionally outstanding work of those employees performing in mission-critical positions allows the Agency “to commit

system built from commercial and government off-the-shelf software, the program will provide DLA with a means to collect and access continuous real-time information on location, movement and status of equipment and supplies.

Integrated Data Environment will leverage, synchronize and expand the capacities of the Defense Automatic Addressing System Center, Defense Logistics Information Service and Defense Logistics Management Standards Office. Because DOD relies heavily on information technology services from DLA, the initiative will support interfaces between systems within the logistics community to provide better functionality for customers and DLA employees via a service-oriented architecture.

National Inventory Management Strategy is an initiative to expand supply chain responsibility from the wholesale level to the consumer. The primary goal of the program is to combine the wholesale and retail inventories into one national inventory for integrated management.

Global Stock Positioning is a portfolio of capabilities designed to ensure the right inventory is at the right locations at the right time for the least cost. The underlying goal is to achieve an efficient system structure that is responsive to the customer and allows DOD to

significantly reduce levels of inventory and costs of operations while still maintaining war fighter readiness.

Executive Agent is a designation received by DLA for four classes of supply including Class I (subsistence), III (bulk petroleum), IV (construction and barrier materiel) and VIII (medical materiel). This requires the Agency to be the focal point for providing continuous, sustainable and global end-to-end supply chain support. In this oversight capacity, DLA is responsible for providing the war fighter efficient and effective support in receiving these commodities.

Product Data Management Initiative is intended to improve the Agency's technical and quality business processes. The initiative will assure customers are getting the correct part of their specific requirements in a timely, cost-effective and reliable manner. The program is focused on ensuring that products DLA buys and manages are correctly engineered to meet customer requirements.

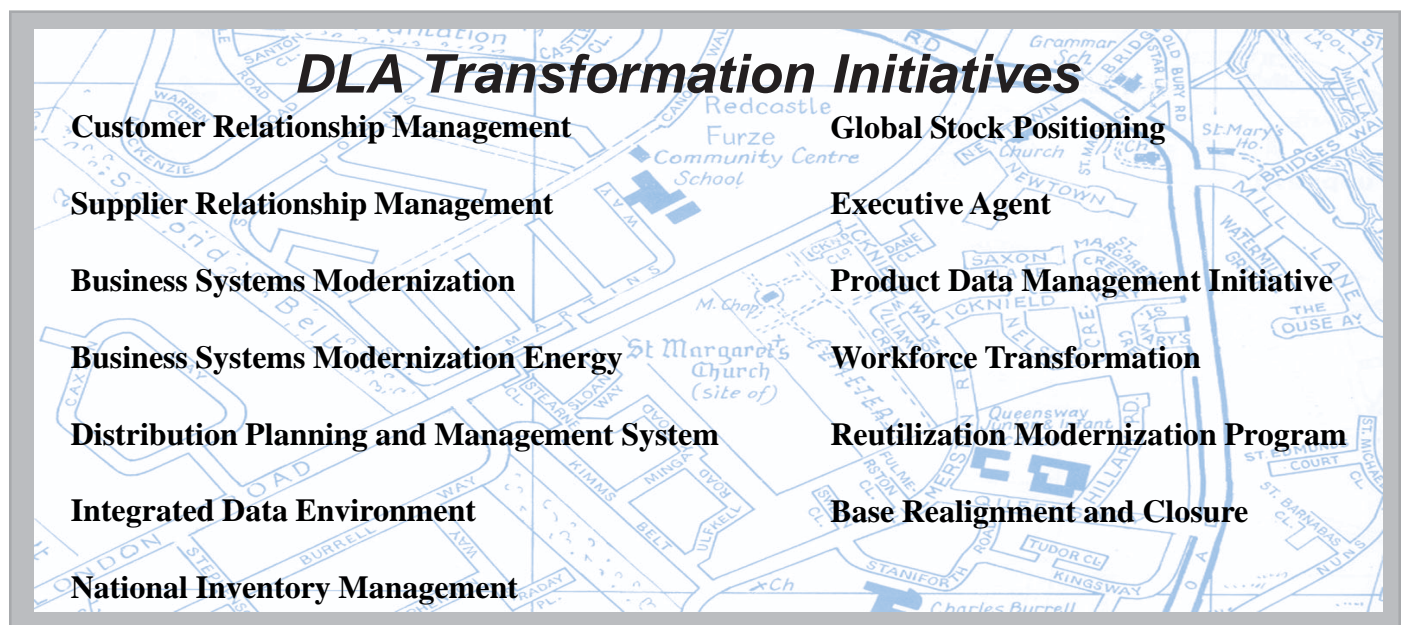
Workforce Transformation is a portfolio of strategic initiatives addressing critical human resource issues facing the agency. The initiatives include programs on competencies, leadership, morale, feedback and appraisals to transform its workforce into a top-

performing organization.

Reutilization Modernization Program will integrate information technology used at DRMS into the Agency information technology solution. This will ensure DRMS business processes and information needs are integrated into the overall DLA modernization initiatives.

Base Realignment and Closure, if approved, will provide DLA with additional transformation mandates that provide for the elimination of unnecessary infrastructure that can be directly converted to DOD's war fighting resources. Four pillars support the foundation of the DLA BRAC Enterprise Implementation Plan including: 1) supply storage and distribution reconfiguration, 2) commodity management privatization, 3) depot-level repairable procurement management and 4) consumable item transfer and discretionary-location moves.

The result of the roadmap initiatives will be a greatly transformed DLA, fulfilling the vision of the future. To read the Roadmap, visit this Website: <http://www.dla.mil/library.asp>.



In the Limelight

DLA names Firmani Employee of the Quarter

by **Jim Katzaman**
DLA Public Affairs

Defense Logistics Agency Employee of the Quarter winners for the third quarter of fiscal 2005 are Linda Lamphear of the Defense Reutilization and Marketing Service and Mark Firmani of the Defense Energy Support Center.

Lamphear is an officer in charge, responsible for the removal process for hazardous waste in Iraq. Firmani, assigned to support tsunami relief earlier this year, left DESC-Korea in August on a permanent change of station to Homestead Air Reserve Base, Fla., just in time to face Katrina while still a Category 1 hurricane.

Firmani said he is "still ensuring fuel quality" while working for DESC-Americas East from Homestead. Hurricanes aside, he said his assignment to support tsunami relief "certainly was most challenging for 2005. I have two previous assignments supporting Air Force One that rated higher in scope and magnitude of work effort. However, the tsunami presented the greatest personal, human and emotional impact."

He recalled that the contractors' facility at Pertamina airport was largely untouched by the effects of the earthquake and tsunami and had become the makeshift housing and office for employees and their families. Their housing was destroyed either by storm surge or earthquake.

"I was invited to stay there because there were no other

accommodations available," he said. "I took up the offer and lived among the employees who were victims of the storm. The memories of my three-day stay there was their generosity, especially when they had so little and suffered so much. Each employee told stories of a family member killed or missing and presumed dead.

"Most memorable," Firmani added, "was the strong Javanese coffee and small food offering in banana leaf each morning. My most moving memory was the twin boys whose mother was missing. They cried with each aftershock at night while they huddled up against me for comfort on the office floor trying to sleep. On my departure the boys had said in Bahasa, 'Thanks for sleeping with us.' My most disturbing memory was the scores of unidentified bodies deposited in pits around the village. I couldn't hold the tears."

Above all, Firmani concluded, "I like this work, especially when it offers challenges I know few can measure up to. I pride myself to perform exceptionally under most austere conditions."

For her Iraq duties, Lamphear's "decisive short-term actions and long-term strategy resulted in hazardous waste disposals increasing by 30 percent per month, and the director of Multi-National Force Iraq's Resources and Sustainment Directorate attributed the turnaround directly to her," stated Bryan Russell of Lead Contingency Operations.

Arritt retires

On Oct. 28, Capt. Brent Arritt retired from the United States Air Force Reserve in a ceremony in honor of his 23 years of service and dedication. Lt Col. Phill Von Holtz recognized his accomplishments and presented him with the Defense Meritorious Service Medal and other mementos. Arritt had served as a reservist with the Defense Energy Support Center since 1995.

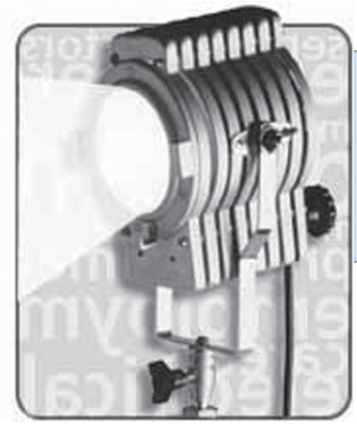
While assigned to DESC, Arritt deployed to the Defense Fuel Support Center Europe for Operation Joint Endeavor and served as the Logistics Liaison Officer to the Hungarian Oil Company. Later, he was activated for two years in support of Operations Noble Eagle, Enduring Freedom and Iraqi Freedom and was assigned as an operations officer to the DESC Plans

and Operations Division. After being deactivated in March 2004, Arritt was assigned to DESC-Americas East in Houston as Logistics Planning and Operations Officer. According to Lt. Col. Phill Von Holtz, Arritt's most notable contribution while with DESC-AME came when he was once again activated for three weeks in support of Hurricane Katrina recovery operations.

"All of DESC-AME wishes Brent the best and farewell," said Von HSoltz.

Cont'd with photo on next page

Ganuza named Employee of the Quarter (3rd Qrtr FY05)



In September, Navy Lt. Manuel Ganuza, of the Defense Energy Support Center-Europe, was named DESC's Employee of the Quarter for the third quarter of fiscal year '05. The award was presented for Ganuza's exemplary performance while deployed to Afghanistan in support of Operation Enduring Freedom. DESC Director Richard Connelly praised Ganuza for his unselfish devotion to duty and called him "the key driving force in strengthening Class III support in Afghanistan."

Ganuza volunteered for a six-month hardship tour in Afghanistan as part of the Defense Logistics Agency Contingency Support Team-Afghanistan. The lieutenant was the first DESC employee to deploy to Afghanistan and immediately provided much needed Class III operational expertise. He stabilized JP-8 and TS-1 fuel deliveries to Bagram and Kandahar airfields, as well as to Karhsi-Khanabad airfield in Uzbekistan, improving the supply chain to consistently satisfy the daily demand for 400,000 gallons.

Ganuza helped the United Nations Industrial Development Organization to establish standards and procedures for the Afghan government to promote better quality control of civil petroleum products; and, he developed a close working relationship with people in the International Security Assistance Forces to resolve issues and develop strategies to better support operations in the austere Afghanistan environment. In addition, he negotiated with foreign national truck drivers to re-direct fuel deliveries from Bagram to Kabul, meeting changing requirements in theater.

The lieutenant was instrumental in improving support to American forces during prolonged periods of inclement weather and security issues affecting the Class III logistics supply chain, by coordinating the opening of the new Defense Fuel Support Point Kabul. Ganuza is also credited with helping to transition

**Ganuza was "the key driving
force in strengthening Class III
support in Afghanistan."**

-- Connelly

from a service-managed blanket purchase agreement for diesel fuel to a DESC Direct Delivery contract for the procurement and delivery of fuel to American forces in Afghanistan, and for a smooth transition throughout the theater during the change over.

Ganuza called certifying and quickly supplying the new tanks in Kabul, and the coordination necessary to bring the Russian specification TS-1 fuel into Afghanistan his two toughest challenges of the deployment.

"Lieutenant Ganuza's outstanding performance and unselfish devotion to duty earned him praise from multiple parties," said Connelly. "But most importantly, he established a strong relationship with each of DESC's customers in the theater."



Lt. Col. Phill Von Holtz presents Capt. Brent Aritt with his retirement certificate for 23 years of service Oct. 28.

Bennett named Employee of the Quarter (4th Qrtr FY05)

In November, Jean Bennett, an inventory specialist for Defense Energy Support Center-Alaska, was named DESC's Employee of the Quarter for the fourth quarter of fiscal year '05. Her award was based on superior performance in executing her duties, as well as for her exemplary contributions to the Anchorage community. DESC Director Richard Connelly lauded Bennett for her diligent and untiring efforts.

Bennett worked closely with DESC-PL, DESC-B and Elmendorf Air Force Base, Alaska, to successfully convert a post, camp and station contract for JP-8 to a transportation tender agreement, saving the government an estimated \$342,000 annually.

Bennett's forward vision also helped alleviate a short term crisis as DESC worked to solidify Alaska's JP-4 supply. "When I learned there were no bidders to produce JP-4 for the Army during the '05-'06 contract, I initially panicked. Then I turned to an alternate plan of lifting all the fuel I could from the contract and then arranging for storage at Eielson Air Force Base, Alaska," Bennett explained. The alternate plan bought contracting officers the additional time they needed while ensuring our Army customers in Alaska would be minimally impacted over the winter months.

Bennett voluntarily deployed to Korea for Exercise Ulchi Focus Lens 2005. There she worked 12-hour shifts preparing the consolidated theater Petroleum Damage and Deficiency Report and submitting and monitoring requests through the Wartime Host Nation Support and Wartime Movements Programs. She worked with the Combined Petroleum Support Center to resolve joint and combined fuel support issues, earning kudos from the DESC-Korea commander. In addition, Bennett's oversight of a complex, multi-faceted transportation movement of fuel for the annual resupply of Galena Air Station, Alaska, guaranteed on-time, on-specification jet fuel with out delays and without demurrage charges.

Off duty, Bennett worked with children in the Anchorage community. She helped raise \$3,000 for a Russian mission church by helping local children put on a carnival, and she coordinated special dinners for 150 homeless children.



Jean Bennett, DESC Employee of the Quarter

Berry named honor graduate

The son of Defense Energy Support Center management analyst William "Bill" Berry, Sr. and retired Marine MSgt. Kathleen Berry, was named Company Honor Graduate July 8, after completing training at Marine Corps Recruit Depot Parris Island, S.C. He also received a meritorious promotion to lance corporal.

Lance Cpl. William Berry, Jr., was deemed the top Marine in Echo Company, part of the 2nd Recruit Training Battalion, rising to the top of more than 400 recruits. Only 250 of those recruits became new Marines, said Bill. Over the arduous 13-week boot camp, Berry demonstrated "the highest degree of discipline, proficiency, bearing, physical fitness and leadership," according to the program honoring the new Marines.

"We knew he'd gotten honor graduate for his platoon, and that was great," said Bill, "but we didn't know he'd exceeded that." "It was not a surprise to us," said Kathleen, a communications security manager for the Navy Criminal Investigative Service. "He tried really hard, and he went into training with the ideation that he would be an honor graduate."



Lemon Frocked to Commander

Capt. Marvin Wenberg II, deputy director of the Defense Energy Support Center, frocked Lt. Cmdr. Andrea Lemon to the rank of commander in a frocking ceremony Sept. 27, at Stuttgart, Germany, just prior to the European Command Petroleum Conference 2005. Lemon is the commander of DESC Europe's Mediterranean office.

The frocking ceremony is a Navy tradition which allows officers in command positions who have been selected for promotion, but have not yet reached their promotion date, to wear the new rank.

Lemon was commissioned from the U.S. Naval Academy in 1991, with a Bachelor of Science degree in Ocean Engineering and a minor in French. Upon completion of Navy Supply Corps School, she served as food service officer and retail sales officer aboard USS Yosemite (AD-19) in Mayport, Fla. Lemon subsequently served as cargo officer aboard USS Sacramento (AOE-1) and then later as supply officer on USS O'Brien (DD-975), homeported in Yokosuka, Japan.

Lemon's shore tours included Naval Air Station Whidbey Island, Wash., and the Navy Supply Corps School in

Athens, Ga. In 2004 Lemon earned a Master of Business Administration degree with a concentration in Petroleum Management and minor concentration in International Business

from the University of Kansas.

Prior to assuming her current position, Lemon served at the Defense Logistics Agency headquarters, Ft. Belvoir, Va., as the chief of a



new retail supply chain integration project called the National Inventory Material Strategy for the United States Marine Corps.



Wilson lauded for tsunami relief support

Ann Wilson, a contracting officer in DESC's Direct Delivery CBU, admires the certificate of appreciation she received from the U.S. Pacific Command in May. She is joined by, from left to right, Capt. Brad Bellis, then commander of DESC-Pacific; DESC Director Richard Connelly, and Brig. Gen. James Kennon, then USPACOM's top logistician, who presented the award. Wilson was presented the award in recognition of her work in support of tsunami relief Operation Unified Assistance, much of which she performed from her home over the holidays.

"It was worth it," said Wilson of working through her birthday and New Year festivities. "I knew they needed the fuel to help those people." Wilson's job was to get critically needed fuels transported to relief forces in the storm stricken area despite airport congestion and loss of critical infrastructure. Said Kennon, "Ann took fuels support to a whole new level."

Avila Lauded for Traffic Management Excellence

Andres Avila, a Defense Energy Support Center traffic management specialist assigned to Lackland Air Force Base, Texas, was awarded the U.S. Army Military Surface Deployment and Distribution Command's Excellence in Traffic Management Award in September. Calling Avila "invaluable to the Defense Logistics Agency and the federal government," SDDC Commander Maj. Gen. Charles W. Fletcher Jr. highlighted two of Avila's many accomplishments as he presented the award.

Avila manages highly toxic chemicals in support of Department of Defense and NASA missions. He was responsible for the safe delivery of nearly 40 bulk and more than 140 non-bulk shipments of these chemicals by rail, highway and air.

In addition, Avila shipped two helium tube trailers to Iraq to support the Army's persistent threat detection system. This program provides real-time force protection and surveillance information from sensor packages mounted on aerostat balloons. Since he was nominated for the award, Avila said he has shipped an additional dozen helium trailers to Baghdad.

Avila says the most challenging aspect of his job is meeting customer delivery requirements and ensuring proper documentation for a timely delivery.

The award was presented in San Diego at the National Defense Transportation Association's International Awards Luncheon Sept. 14.



Lorrie Allen and Commander Andrea Lemon, DESC-EU-Med commander, display Allen's just-presented certificate.

Access to the fuel enabled the Iraqi people to focus on rebuilding their country, Lemon explained. "Her work was exemplary," Lemon continued. "As a GS-5, she performed the work of a GS-12. Lorrie invoiced for our two largest contractors, processing 50 million gallons of fuel valued at over \$200 million. And, she identified just under \$3 million in duplicate invoices."

Allen receives kudos

Lorrie Allen, a management support clerk assigned to the Defense Energy Support Center-Europe-Mediterranean at Camp Darby, Italy, was recently recognized for outstanding support to DESC-Europe customers. From June through September 2005, Allen deployed to Incirlik, Turkey, as part of the Defense Logistics Agency Contingency Support Team supporting Restore Iraqi Oil—a humanitarian fuel supply effort. She was recognized with a certificate and award.

"We're very proud of her dedication," said Cmdr. Andrea Lemon, commander of DESC-Mediterranean.

Allen's efforts directly contributed to the safety of American forces deployed to the region and helped provide the stability critical to successful nation building, according to Lemon. She ordered and invoiced nearly 90% of the fuel used by the Iraqi people in their homes and for transportation, as well as directing and monitoring its movement.



DLA EEO: *Symposium motivates DESC quality assurance representative and other African-American males to become future leaders*

By Joy Kress
DLA Public Affairs

The Defense Logistics Agency is very interested in reflecting diversity in its leadership, according to DLA Headquarters Equal Employment Opportunity Staff Director for Operations Suellen Bunting.

"Although the principles of leadership are the same no matter what race, color, national origin, age, or sex you are or disability you have," Bunting said, "these factors can provide unique challenges when breaking into the ranks of leadership."

That is why DLA's Equal Employment Opportunity Office in conjunction with support from Customer Operations and Readiness Director Larry Glasco designed the leadership symposium for African-American males held July 26-28 at the McNamara Headquarters Complex. Eamonn Knights, a quality assurance representative in the Defense Energy Support Center's Bulk Fuels commodity business unit, participated in the three-day event.

Bunting stated that the goals of this symposium were twofold. "It provided information on three of DLA's nine managerial competencies," she explained, "specifically, leadership, strategic focus, and innovation. It also gave the DLA African-American male employees an opportunity to network with each other and the leaders who made presentations. They felt free to discuss career challenges that may be unique to being an African-American male."

The event featured retired and active-duty generals, members of DLA's senior executive service and leaders from the private sector—all of whom expressed their opinions on what makes a good leader and what it takes to take control of your career. Every testimonial and briefing provided insight into how an employee can maneuver his career and make informed choices about improving skill sets and leadership competencies during the rapid evolution and transformation at DLA.

"Your job is to adjust to your boss, not for your boss to adjust to you," then DLA Vice Director Maj. Gen. Mary Saunders advised during her opening remarks. "You have to adapt to the work place culture...and it is important that the commander knows who is doing the work."

While it may seem clear cut to adjust to the boss and get credit for hard work, in today's working environment, according to the attendees, employees have so many supervisors to report to that making those adjustments and achieving recognition for work performance becomes very difficult.

Guest speaker and retired Air Force Maj. Gen. John Phillips offered commentary on how to adjust to multiple managers. Discussing personality types from the moody, the risk taker, the bait and trap, the Napoleonic syndrome, the credit hound, to the digital and confrontational leader, Phillips empathized with the audience's concerns.

"In the end, I do agree with Gen. Saunders," Phillips said. "You have to figure out who your boss is so you can produce the best work for him or her. Sometimes you just need to give your bosses what they want."

"Leadership is a bit more intangible than management," Phillips continued. "Leaders inspire people to do things; leaders have vision to inspire others to develop. You must have com-



Symposium participants gathered for a photo on the final day. DESC's Eamonn Knights is far right in the back row. (Photo by Thomas Wilkins, picture far left of the front row.)

Cont'd on next page

Symposium ...

mand and respect not demand and respect...you have to have great interpersonal skills and be able to adapt in different environments without being emotionally beaten. You must remember that you have to prove yourself time and again.”

While Phillips and Saunders offered models of what makes a good leader, DLA's Enterprise Transformation Director Allan Banghart explained the transformation initiatives within the Agency that will affect an employee's future at DLA.

“If you hang onto legacy practices,” Banghart explained, “the agency will walk away from you. You have to look at what is happening in the organization. Think about the major forces impacting DLA today, consider unknown forces and position yourself strategically.

“Keep track of what is going on out there,” Banghart continued. “Ask yourself if you are in the right place and what you need to do to adjust your career. Tomorrow's most senior leaders are embedded in today's transformational change programs and initiatives. Make yourself visible.”

The three-day symposium also included panel discussions with DLA leadership, mentoring and career development workshops, and interviewing, resume writing, and communication sessions.

“The two-pronged approach was effective,” said Knights. “The speakers were very motivational. They shared valuable examples of the work they went to to achieve their current levels of leadership and got us thinking about what we could do

differently in our careers to achieve that success.” The workshops provided hands-on opportunities to improve resumes and interpersonal skills, said Knights, as well as an opportunity to help each other in situations they were experiencing not only on the job, but in their personal lives.

“Some times people get burned out,” Knights explained, “and the symposium motivated us to move forward in a good direction.”

According to James Wiggins, the DLA headquarters EEO specialist who coordinated the symposium, participants left feeling motivated and indicated they would network with each other and the presenters.

Fueling the Warfighter

feel we've pretty much maxed out the potential for fuel in Pakistan,” Mullori said. In 2002, DESC dealt with just one refinery in Pakistan. Now they deal with four refineries, and those refineries are working at full capacity. “Naturally, their first priority is to meet the domestic requirement for fuel,” said Rohrer. “But, sometimes that causes challenges for us, especially in the winter when refineries must produce more heating oil for domestic use, and less product for us.” During Hajj, the annual pilgrimage to Mecca, commercial fuel for the airlines becomes a Pakistani priority, said Mullori. “And, rightfully so, earthquake relief fuel was the number one priority after that disaster. But our forces still need fuel for their missions. It's a real challenge for us,” Rohrer concluded.

The Direct Delivery CBU, responsible for both the TS-1

shipments from Uzbekistan and, most importantly, a much expanded fuel storage capacity in Kabul, “has really saved our bacon,” said Rohrer. Mullori says DESC tries to

The contracting officers and specialists are our biggest asset in serving the theater -- Mullori

stock up on

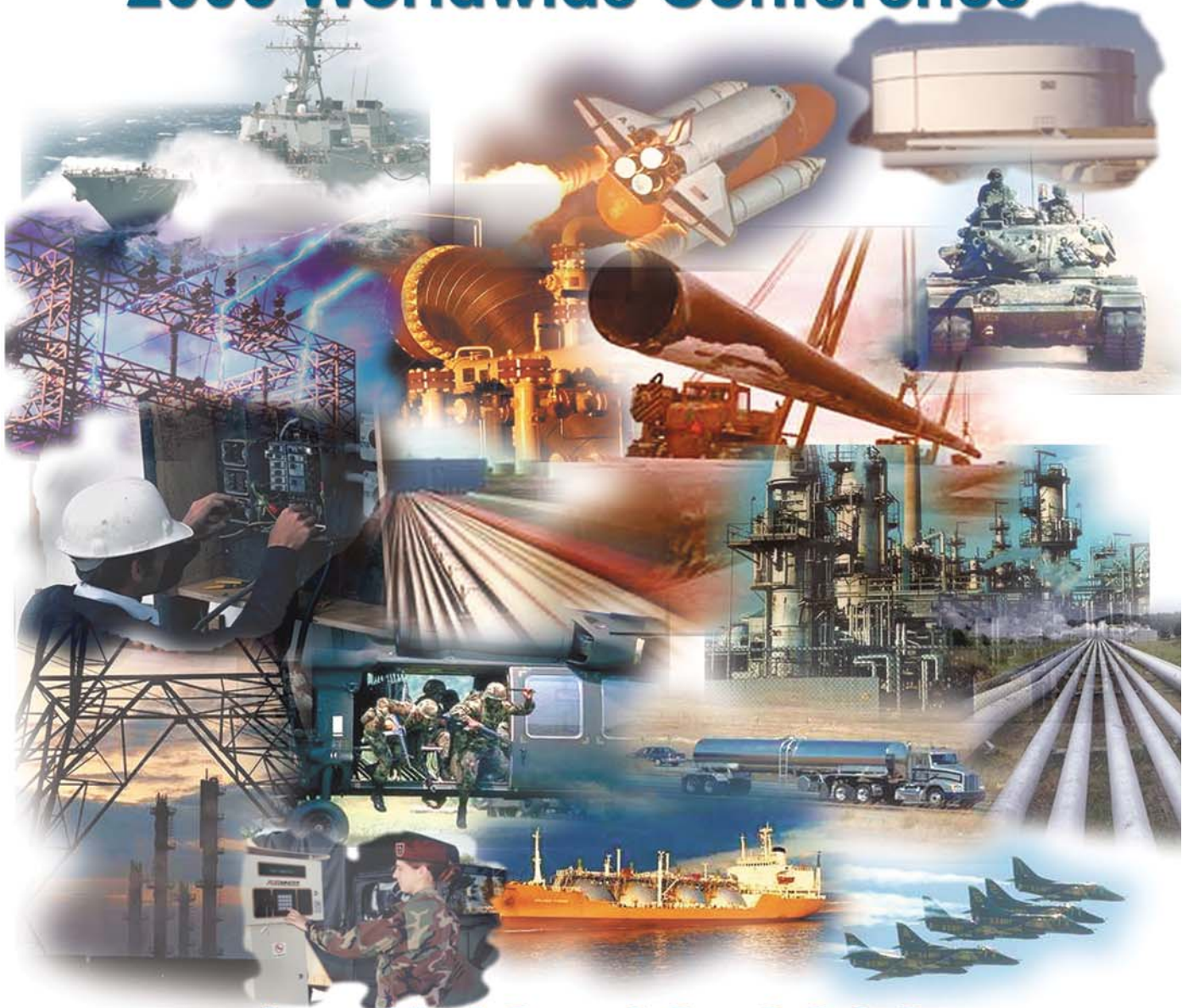
JP-8 when Pakistani demand is low. This enables them to continue to meet customer requirements when shipments are delayed or product availability is reduced.

Also invaluable to satisfying the customer is the DESC fuels specialist assigned to the Defense Logistics Agency Contingency Support Team in Bagram agree Mullori and Rohrer.

“The most important thing we do here is maintain visibility of what are customers' requirements are with sufficient lead time to react to those – and maintain those inventory levels where they need to be so they can continue their operations without any interruption,” stressed Rohrer. “It's a real team effort to pull it off. It's the ability to work with the customer, our Middle East office, our liaison at U.S. Central Command, and the contractors, and maintain an open dialogue on what our requirements are and what flexibility we need. As for the Bulk team, it's the experience they bring to the table; having dealt overseas with many of these contractors for years we have an established relationship.”

Some times people get burned out, and the symposium motivated us to move forward in a good direction.
-- Knights

**Defense Logistics Agency
Defense Energy Support Center
2006 Worldwide Conference**



April 18 - 20, 2006

Hyatt Regency Crystal City

Arlington, VA

www.desc.dla.mil

DESC.Worldwide@dlm.mil

(703) 767-4180